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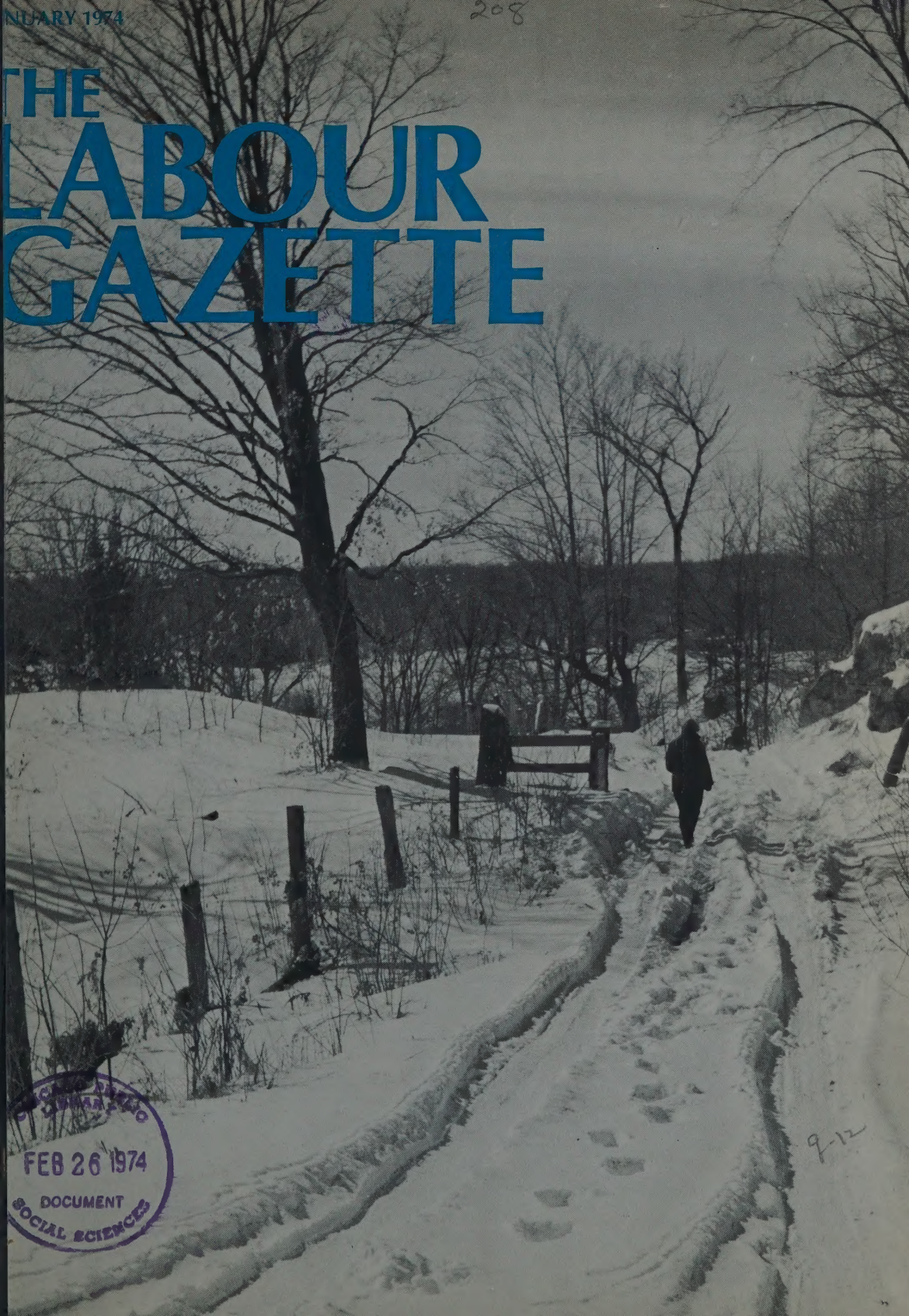
THE LABOUR GAZETTE



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DOCUMENT
SOCIAL SCIENCES

9-12

The Society of Professionals in Dispute Resolution (SPIDR) held its inaugural convention in October. The international society will allow the exchange of ideas and techniques among professionals in labour dispute settlement. Among the topics discussed at the convention was the "Med-Arb" concept. See: SPIDR, A forum for Professionals in Dispute Resolution.

THE LABOUR GAZETTE

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Labour Canada Travail Canada

NEWS BRIEFS

■ **The Canadian labour market works in a rational and predictable manner, and labour and worker mobility flows respond to economic incentives,** according to a study by Dr. John Vanderkamp of the University of Guelph. In Special Study No. 16, **Mobility Behaviour in the Canadian Labour Force,** released by the **Economic Council of Canada,** Dr. Vanderkamp suggests that a policy of wage controls can prevent an industry from solving labour supply problems.

He rejects the position supported by the Organization for Economic Co-operation and Development, among others, that incomes policies can be pursued without harmful effect on the working of the labour market, since labour supplies do not respond to differential earnings. This argument is fallacious, at least in the Canadian context, he says, because his study demonstrates that **Canadian workers do in fact respond to income prospects.**

According to Dr. Vanderkamp, the functioning of the labour market is sufficiently flexible and capable of absorbing changes and facilitating adjustment. He says special-interest policies (e.g. tariffs, import quotas, subsidies) can be abandoned without fear of prolonged and serious unemployment. He does not think that an all-out manpower policy with many subsidies and special privileges for movers is required. However, mobility subsidies may be justified when there are exaggerated uncertainties, and government programs such as some federal-provincial transfers, welfare payment schemes, and unemployment insurance, which tend to reduce the incentives to move. The problem of exaggerated uncertainty arising from lack of information about income and employment prospects may be directly attacked by providing information about job opportunities and labour market conditions. The discrimination of the capital markets against persons with little wealth may be counteracted by making loans to movers.

■ **American-based unions in Canada in 1971 collected nearly twice as much money as they spent,** according to the annual report under the **Corporations and Labour Unions Returns Act** (CALURA). The report, released by Statistics Canada, shows that international unions collected $50.6 million in Canada from assessments and dues, and paid out $25.6 million in salaries and strike, pension and welfare benefits.

he 1970 report showed that international unions in Canada collected $45.6 million and paid out 31.8 million. The biggest drop in xpenditures from 1970 to 1971 as in strike benefits, which fell to 7.8 million from $15.1 million. In 971, there were 2.9 million man-ays lost due to strikes, with 6.5 illion man-days lost in 1970. trike benefit assessment totalled 18.5 million in 1970 and 1971; trike payments totalled $22.9 mil-on.

alaries and wages paid to officers nd employees of international nions in Canada increased in 971 to $13.9 million from 1970's otal of $12.4 million.

ince 1965, the CALURA reports ave shown international unions ollecting $95 million more in ues and assessments than they ave spent.

he Corporations and Labour Unions Act, passed by Parliament n 1962, requires every labour organization in Canada to file financial statements showing assets and iabilities. However, Statistics Canada issues a disclaimer with each eport, noting that the study is not a complete statement for either ncome or expenditures. The Canadian Labour Congress (with 1.8 million members, of which 75 per cent belong to international unions) has criticized the CALURA reports because, it claims, the reports do not provide a true impression of the monetary income and expenditures of international unions. According to CLC spokesmen, the CALURA reports do not include money spent by the unions on administration, publications, research, postage, public relations, professional services and depreciation on fixed assets. But the reports also do not include some union income, such as interest earnings and dividends on the $69.2 million in investments that international unions hold in Canada.

■ **Corporations, landlords and governments are reaping the benefits of an expanding Canadian economy at the expense of wage earners,** according to Arthur Smith, President of the Conference Board in Canada. Addressing a business outlook conference in Toronto last October, Smith said that "very little of the large growth in total real income during 1973 has been flowing to wage and salary earners. It has very largely been flowing into other forms of income: higher corporate retained earnings, higher tax revenues of governments, higher rents and higher interest and dividend payments." The Conference Board is a non-profit research body that provides economic facts and business projections.

Smith, a former chairman of the Economic Council of Canada, said rising prices have deflated wage and salary increases. The long-term existence of this situation would create strong pressures for wage and salary advances, thereby causing higher food and housing prices to become embedded in higher labour costs. This would have serious effects on the future health of the whole economy, he said.

Smith forecast **real economic growth in 1974 would be lower than the growth of the preceding three years.** Higher unemployment, continuing high overall price increases, accelerated wage and salary advances, reduced profit margins and possible interest rate increases will also be experienced this year, he predicted. The housing boom is over, he said, as is the consumer durables boom and the profits boom.

■ **A new industrial relations service to assist labour and management in the development of more constructive relationships has been introduced in the Canada Department of Labour.** The service, to be administered by the Union-Management Services Branch, was set up because of evidence indicating employers and unions want better relationships with each other. It will concentrate on procedures during the closed periods of collective agreements.

"Meaningful consultation during the closed period can develop skills in fact-finding and problem-solving that can be useful when the time comes again to negotiate a new agreement," said Hon. John Munro, Minister of Labour. The service will also make available information on issues and trends in collective bargaining, such as variations in weekly working hours and in working conditions.

■ **Jacques St-Laurent of Québec City has been appointed to head a commission of inquiry into employment practices relating to hours of work in the shipping industry** on the St. Lawrence River, the Canadian East Coast of Newfoundland.

The commission was set up in response to a request from the St. Lawrence Shipowners' Association and from Federal Off-shore Services Limited, a company servicing East Coast oil drilling operations. They both maintain that the application of the hours of work provisions of the Canada Labour Code, Part III (Labour Standards), are detrimental to the operations of their industries.

The St. Lawrence River and East Coast of Canada Shipping Hours of Work Extension Order, which suspends the hours of work provision of the Labour Code, expired December 31. A further suspension of the hours of work can only be given by regulation following an inquiry. The present provisions will remain in effect until a new regulation is issued or until 180 days after receipt of the commission's report.

Although similar provisions of the Newfoundland Shipping Employees Hours of Work Regulations are not due to expire, it was considered advantageous to study the East Coast shipping industry in its entirety. As well, shipping companies that carry supplies to offshore drilling rigs are not covered by special hours of work provisions.

The commission will recommend whether application of the hours of work extension is in the best interest of the employees; whether the Labour Code provisions are detrimental to the operations of the shipping industry; what hours of work and overtime pay rates should be established; and the method that should be used to determine hours of work.

St-Laurent, a professor in the Laval University Faculty of Social Sciences, has had extensive experience in industrial and labour relations. He was chosen to head a previous inquiry, the Inquiry Commission on the St. Lawrence Ports.

■ **The Ontario Court of Appeal denied the Becker Milk Co. Ltd. the right to appeal a decision of a provincial inquiry that managers of Becker stores are employees entitled to benefits under the Ontario Employment Standards Act.** This decision opens the way for managers in the 400-store chain to seek up to two years back pay for overtime, vacation, severance and for working under the minimum wage. Milk stores are open from 9 a.m. to 11 p.m. seven days a week—a 98-hour week unless the manager can get a substitute for himself.

Becker had argued that the managers were self-employed because they were in business for themselves and were therefore not covered by the Employment Standards Act.

Prof. Donald Carter of Queen's University was appointed in 1972 by the Ontario Ministry of Labour to conduct an inquiry into the status of the Becker managers. He ruled that the managers were employees, a decision that Becker failed to upset in divisional court and which went to the appeal court.

■ **Four women were among seven persons appointed last November by the Alberta Government to form the Alberta Human Rights Commission.** The commission, empowered to investigate discrimination related to race, colour, religion, sex, age, ancestry or place of origin, will be led by Dr. Max Wyman, President of the University of Alberta, who will retire from that post on July 1.

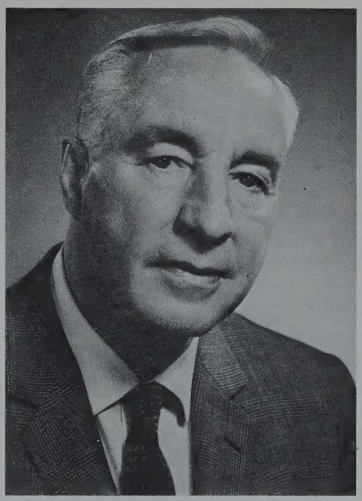
Women members of the commission are: Jean Forest of Edmonton, a separate school trustee; Muriel Venne of Edmonton, from the Metis Association of Alberta; Connie Osterman of Carstairs, longtime chairman of a committee that advocated changes in the surface rights act; and Nomi Whalen of Calgary, administrator of the Art House school and studio and a former school teacher. The male commission members are, besides Dr. Wayman: Vince Cooney of Calgary, a lawyer and a former judge of the Court of Canadian Citizenship for Southern Alberta; and Marvin Fox of Cardston, director of the Kainai Community Services and President of the Indian News Media.

■ **Ontario nurses have formed a province-wide union,** The Ontario Nurses' Association, that will represent most of that province's 35,000 to 40,000 nurses. It is anticipated that most of the former 100 independent nurses' associations will merge with the new union, which will seek Ontario Labour Relations Board Certification. Groundwork for the union was done by the Registered Nurses' Association of Ontario, a voluntary professional organization that could not receive certification because its membership included ineligible nurses, such as those in management jobs, and it excluded graduate nurses.

Laurette Robillard has been pointed chairman of the new **uébec Council on the Status of omen** (L.G. Sept., p. 584).

e was a founding member of e Fédération des Femmes du uébec (Québec Women's Federon) and is a member of the fedl Advisory Council on the tus of Women. For the past 15 rs, she has been active on vari- committees and organizations ncerned with the status of men. She also supervised a nt from the Royal Commission the Status of Women for a dy on the participation in poli- of women in Québec. She has d a successful business career d has been an active member of e Chambre de Commerce de ntréal and the Montreal Perinnel Association.

urette Robillard



Bernard Wilson

■ **Bernard Wilson, Deputy Minister of Labour since September, 1971, retired from the federal public service at the end of November 1973.**

Throughout his 34 years of service to the Canada Department of Labour, Mr. Wilson held many important and sensitive posts, becoming well-known and respected among labour and management groups across the country for his insight and astuteness in the mediation process.

Among the senior positions he held over the years were Secretary of the Wartime Labour Relations Board, Secretary of the Canada Labour Relations Board and later its chief executive officer, Director of the Industrial Relations Branch of the Department and, prior to his appointment as Deputy Minister, Assistant Deputy Minister with special responsibility for industrial relations.

Mr. Wilson had a special interest in the International Labour Organization. On many occasions he represented Canada as a delegate and adviser to conferences and committee meetings, and in June 1971, he headed the Canadian delegation to the ILO conference in Geneva, Switzerland.

■ **R. Brian O'Regan, Director of Public Relations of the Canada Department of Labour for more than three years, left this post at the end of November 1973.**

Mr. O'Regan's extensive experience spans careers in both the Canadian Armed Forces and the federal information service, which he joined five years prior to his Labour Department appointment.

During his military career, he served as public relations officer, Prairie Command (Army), in a similar capacity with Canada's NATO forces, and as Staff Officer, Public Relations, UN Emergency Force.

Brian O'Regan

Later, in the federal public service, he was Chief of Information, Canadian Immigration Service, Department of Manpower and Immigration, and Assistant Director, Information Division, Department of Agriculture.

His special interest in public relations and information operations is reflected in the numerous assignments he accepted in addition to his normal duties. These included chief press officer for the Constitutional Conference Third Meeting, chairman of a board organized by the Public Service Commission to appraise junior and middle levels of the information services group, and Course Director in the development of courses for this group. He was also loaned to the Task Force on Government Information as public relations advisor. Active in the Canadian Public Relations Society, Inc., he held many appointed and elected offices, including that of regional vice-president. Mr. O'Regan will take up new duties early in 1974.

■ **Economist Dian Cohen calls it "slave labour." Slave labour no longer exists in North America? she queries. "Wrong. Millions of women labour long hours at work widely acknowledged to be productive and essential to the smooth workings of our society.** Yet housewives are not paid for the services they perform in their own homes. Neither are they considered to be in the labour force, which effectively prohibits them from benefiting from a wide range of social security programs.

"Why is it that housewives have no official labour-force status in Canada—or any other country?" she queries, calling for the inclusion of housework in Gross National Product calculations. Excluding unpaid housework is underestimating our national wealth, she says. "The big problem is how to compute the value of household chores. How does one decide whether a housewife is worth $20,000 a year or $2,000?

The most critical area in the fight for equality—or, at least the one that is receiving the most exposure—is still the workplace. The Ontario government's position paper on equal opportunity for women in Ontario deals only with women working outside the home. And "the Supreme Court of Canada has, in effect, ruled that women's work—what we do from dawn to dark, seven days a week, 365 days a year—is worthless," columnist Robin Field pointed out in an article on the Murdoch case—which could have as much influence on the future of women's rights in Canada as the decision concerning Indian women's rights.

"In case you missed the story," Field wrote in her October 11 **Globe and Mail** column, "Irene Murdoch of Nanton, Alberta, says she was forced to leave her matrimonial home 'without even so much as a spoon'. And the Supreme Court, in a 4 to 1 judgment, says she's not entitled to any share in her husband's ranching business. She went to the Supreme Court after Alberta courts awarded her a judicial separation from her husband and $200 a month, but denied her claims to any interest in the ranching business she had helped him develop. Four out of five judges failed to place any value on Mrs. Murdoch's 25 years of washing and ironing, cooking and cleaning, mending and patching. The fact that she ran Mr. Murdoch's home, and if she's anything like most farm wives, contributed hours of labour on the farm, is worth nothing," continued housewife-columnist Field. If women's work is indeed worthless, "no wonder more and more women don't want to do it anymore."

Union-Industries Show display

The third Union-Industries ow, sponsored by the Union La- l Trades Department of the Ca- dian Labour Congress, was ac- aimed by visitors but apparently as **the last of what CLC officials d hoped would become an an- ual event.** Held last October in monton, the five-day show at- cted an estimated 135,000 vis- rs to the more than 200 displays blicizing the products and ser- ces of unions and their mem- rs.

e first show, a result of co-oper- ion between Canadian com- nies and their union-member nployees, was held in Kitchener, ntario, in 1970; the second, in ndon, Ontario, in 1971.

The Canadian Union of Public nployees (CUPE) in 1973 marked e 10th anniversary of its found- g. It was created by the merger the National Union of Public rvice Employees and the Na- onal Union of Public Employees. 1963, CUPE claimed a member- ip of 76,000 workers in 517 lo- ls; during its first year of oper- on, this grew to 83,000 and by ugust of 1966 the membership umbered more than 100,000. In 71, CUPE's membership passed e 150,000 mark and as it cele- ated its ninth anniversary last ar, CUPE represented 182,000 orkers in more than 1,000 locals.

■ **Leonard (Red) McLaughlin, 46, President of the 10,000-member Seafarers' International Union of Canada, was named a permanent member of the executive of the International Labour Organization** last October. Roman Gralewicz, SIU executive vice-president, replaced McLaughlin as SIU President.

■ Herbert Gargrave, 67, Canadian Labour Congress ombudsman since 1971 and staff representative of District 6, United Steelworkers of America from 1949 until 1970, died November 20 in a Toronto hospital.

As well as working for the Steelworkers, Gargrave served at various times on the executive board of the British Columbia Federation of Labour and the executive council of the Ontario Federation of Labour. He was considered an expert in labour arbitration and was a member of the Ontario Labour-Management Arbitration Commission, a government body to promote and strengthen voluntary arbitration. In 1971 he was appointed ombudsman for the CLC to deal with certain disputes among Congress affiliates.

Gargrave also worked as provincial secretary of the British Columbia Co-operative Commonwealth Federation and was a CCF member of the British Columbia Legislature from 1941 to 1949.

LETTER TO THE EDITOR

May I draw your attention to an error in your News Briefs, September 1973?

It is stated that six secretaries in two Windsor, Ontario, law firms have become the first unionized law-firm employees in Canada to be granted collective bargaining rights. The story goes on to say that, according to Union representative Wilfred Peel, these are the first law firms to be certified in Canada, and, according to his information, in North America.

The fact of the matter is that the law firm of Rankin, Robertson, Giusti, Chamberlain and Donald, in Vancouver, has been certified for some four years now. The twenty or so secretaries are organized into the Office and Technical Employees Union, Local 15, to which I belong, and enjoy all the benefits of belonging to a trade union.

(Mrs.) Rosaleen Ross,
Vancouver, B.C.

Sorry. Our information was faulty.—Ed.

INTERNATIONAL ROUNDUP

■ **Michael O'Leary, Ireland's Minister of Labour, has announced that the National Coalition Government is firmly committed to the concept of industrial democracy (worker participation)** and that appropriate legislation will be introduced as soon as possible. The Minister says he has already set up a section in his department to conduct research necessary to support the Government's commitment.

The Government intends that worker-directors be elected directly from the workforce in the interests of minimizing both management and union influence over them. Proposed legislation would also provide the necessary training for the worker-directors and allow them sufficient free time to perform their duties effectively.

■ **Japan's wage and employment practices have been a major factor in its economic development,** according to a study by the Organization for Economic Co-operation and Development. **But the Japanese system**—based on the principles of "life-long employment" and "seniority wage progression" for "regular" workers—**is slowly changing** says the OECD. Manpower shortages are leading to a more flexible, Western-type labour market, enabling workers to change jobs more frequently.

The advantages of the Japanese employment system—employment stability, low levels of unemployment, income changes based on family needs—are offset by restrictions on labour's freedom of movement, limited rewards for individual effort and improved performance, the gap between the end of "life-long commitment" at the age of 55 and the receipt of a public pension at the age of 60.

Since the introduction of the Basic Employment Measures Plan of 1967 and the New Economic and Social Development Plan for 1971–75, the Japanese authorities have intervened more vigorously in the operation of the labour market. The creation of the semi-autonomous Employment Promotion Project Corporation has improved labour mobility between regions and industries.

Some aspects of Japanese manpower policy that could be applied profitably in other countries include:

- placement and occupational guidance of new school graduates;
- computerization of the placement function;
- systematic reconversion of training of job seekers;
- original policies related to middle-aged and older workers, for example "talent banks" and employment quotas for these workers in certain sectors.

■ **Japan will soon surpass the .S. and Canada in worker productivity,** predicts an American industrial relations expert. James C. begglan, a Tokyo-based business onsultant and author of several ooks on Japanese industry and abour relations, expects Japan to vertake the U.S. and Canada because "Japanese firms are neither ubject to the interruptions of rikes nor to the restraints of resistance to new technology."

begglan, author of **Management nd Worker: the Japanese Solution,** says: "We are a society with a adition of individualism, of conast. Japan's pattern of mutual ommitment on the job runs gainst the grain of our culture, ur personality and our training." e believes that we have created a tuation where new technology is erceived as a threat. "It is against he interests of the North Ameriin worker to accept new techology because it threatens his ob and his income. The Japanese orker, however, accepts automaon and transfers because he is uaranteed job security through apan's lifetime employment sysem."

■ **Strikes are rare in Japan, and ation-wide strikes are almost unnown. But Japan's organized laour is showing every indication f a new militancy** that may disupt the usually harmonious relaons between Japanese employer nd worker.

he new militancy was noticeable a preparatory meeting of the 974 **Joint Spring Labour Offenve Committee,** held in early October to establish strategy for pring negotiations. The Joint ommittee, representing some 8½ illion of Japan's 11 million unionized workers, has suggested a series of demands that include a sizable wage increase with a built-in cost of living escalator, reduction of the workweek from 48 to 35 hours in large companies and to 40 hours in smaller enterprises, the right to strike for the public service, and improvements in welfare benefits.

This new aggressiveness on the part of organized labour is seen as a sign of a growing desire to share in Japan's growing economic triumphs (LG April, p. 240; July, p. 426).

■ **Canada was third in the world in 1972 in man-days lost through strikes,** according to data from the International Labour Organization. **For every 1,000 Canadian workers, there were 1,430 days of work lost.** Leading the world in days lost per man was **Britain,** with 2,080 days lost for every 1,000 workers. **Italy** was in second place, with 1,680 days lost for every 1,000 workers. Following Canada, in fourth place was **India,** which experienced 1,230 days lost per 1,000 workers. The **United States** lost 870 days per 1,000 workers, its lowest figure in seven years.

■ **Since last spring, West Germany has been plagued by a number of un-German labour disruptions,** ranging from a work-to-rule slowdown of air traffic controllers to a heated battle at the Ford plant in Cologne that sent 30 men to hospital.

Under German law, all strikes are illegal during the tenure of a negotiated wage settlement. The first slowdowns and wildcats were carried out without union blessing and were promptly denounced by IG Metall and other labour organizations. More recently, however, the unions have been slower to rebuke illegal strike action. After shutdown of a metal complex in Bielefeld, unions approached the Federal Labour Court for a ruling to differentiate between illegal wildcat strikes and spontaneous "warning" strikes, which might be carried out with unofficial union approval. Rank and file members have been complaining that current wage agreements were "too reasonable" in the light of increasing inflation, and they point to the superior gains made by the wildcat strikers.

Inflation has been running at close to 8 per cent in Germany—and hardest hit are the less skilled, less well paid foreign workers. These "guest" workers, who actually form a majority in some plants, do not shrink from the illegality of wildcat strikes. And **they have the sympathetic support of new generation Germans** just entering the labour market who are unburdened by the memories of the Big Depression and postwar reconstruction, and who are no longer content with full employment and the constantly rising standard of living so much envied by the rest of Europe.

West Berlin has a total of 162,000 or more registered foreign workers, mostly Turks—and it was the Turks who touched off the present unrest at Ford, when about 300 of them were fired because they were late getting back from their holidays. Spokesmen for the Turkish workers, considered to be diligent and industrious even by German standards, claim that **intolerable working conditions are responsible for many of the wildcat strikes.** They argue that Ford assembly lines were run too fast, that work pauses were few and far between, and that labour unions work exclusively on behalf of German nationals without consideration for the needs of foreign workers.

■ **Voluntary arbitration as a strike substitute, undergoing its first major test in the United States, could be the precedent for many future contract negotiations in that country, and possibly in Canada.** The United Steelworkers of America, representing 350,000 employees, was scheduled to begin bargaining in January on a two-year contract with 10 U.S. steel companies. If an agreement is not reached by April 15, unresolved differences will be submitted to a board of three impartial arbitrators, two of whom will be familiar with steel-industry collective agreements.

I. W. Abel, President of the United Steelworkers, said during the October convention of the American Federation of Labor-Congress of Industrial Organizations that if the arrangement is successful, it will be given consideration elsewhere. The very commitment by the union and companies to turn over unresolved issues to a third party will be an incentive to work hard for an agreement, he declared.

The Steelworkers' wage policy committee drew up broad guidelines on pay and fringe benefit goals for negotiations with the steel, container, aluminum and non-ferrous manufacturers. But **voluntary arbitration affects only the steel makers,** not because past strikes have hurt the industry, but because with each collective bargaining session the fear of strikes led to steel stockpiling and a loss of American markets to foreign competitors.

The experimental negotiating agreement will guarantee steelworkers a minimum annual salary increase and will continue a cost of living escalator clause won by the union in 1971. The union retains the right to strike on local plant issues. Bargaining issues include improved pension plans, a drug prescription program, increased life insurance, voluntary overtime and an improved working environment for all union members.

Abel thinks **voluntary arbitration may gain acceptance as a way to deal with special problems in certain industries, but not necessarily in all situations.** The steel industry is one example of a situation where voluntary arbitration is needed, he said. Another is the U.S. railway industry, which also needs alternatives to the strike for the solution of labour disputes.

■ The third triennial congress of the **International Industrial Relations Association** (held September 3-7 in London, England) was marked by the **retirement of its first president and co-founder, Professor B. C. Roberts** of the London School of Economics, and the **election of his successor, Professor John Dunlop** of Harvard University, concurrently President Nixon's administrator of the prices and incomes policy.

The IIRA brings together national industrial relations associations, research institutions and individual industrial relations specialists from all over the world. Since its formation in 1966, this "august and useful body" has, in the words of one observer, "managed to steer a non-political course through a tricky field of contending influences. Papers read at the September congress included those given by senior Russian academics (publicly forecasting their countries labour problems), while other participants were from ultra capitalist Japan and the USA—as well as from Spain and Taiwan."

In a recent commentary on the occasion, **Industrial Relations Europe** noted that "some 500 labour-management experts from 40 countries turned out in tribute to their retiring mentor and guide. Prof. Roberts' opening address was in keeping with the solemnity of the occasion.

"The critical question posed by our present and future situation, he said, is whether collective bargaining in its traditional form can survive. His answer was yes—but only if societies were able to solve the problem of income and capital distribution without such social conflict as might lead to politically imposed solutions. Or as Prof. Roberts expressed it: 'The demand for free collective bargaining in the context of government policies to maintain high rates of economic growth and very low levels of unemployment is a demand that inflation should be allowed to run unchecked'. He went on to say that unless pressures for increase in prices, wages and salaries are constrained by an effective combination of economic policies—which may in Europe involve higher levels of unemployment than over the past twenty years and drastic changes in existing methods of income determination—'we are likely to see the level of inflation continue to rise, perhaps until it reaches Latin American levels'. He added, 'We are therefore, I think, likely to see the continuation of national incomes policies in one form or another'."

Britain's Government recently nounced its proposals for Phase of its prices and incomes policy. me Minister Heath described ase 3 as introducing a **stricter ntrol of prices,** but providing **eater scope for wage bargaining.**

n the pay side, the proposals call r a wage increase limit of 7 per nt or $5.6 a week. The choice of ercentage increase or a flat rate crease has been suggested in or- r to assist the lower .paid orker, who may benefit more om the flat rate. In addition to e basic limit, an additional 1 per nt is available to workers who gn agreements that remove ano- alies and obstacles to better anpower utilization. Extra pay centives were proposed for in- eased productivity, "unsocial" orking hours and to advance the use of equal pay for women. A st of living factor is also built o the proposals.

n the price side, the Govern- ent's basic aim was to restrain ice increases and to secure price ductions, while protecting and couraging investment.

e Economic Committee of the ades Union Congress has re- ewed the document and is pre- ring a report for the TUC's Gen- al Council. The Congress' initial action was a statement by Len urray, General Secretary, that it as not the Congress' intention to ve further discussion with the overnment concerning the unter-inflation policy.

The Confederation of British Industry expressed reservations over the restraint on profit margins and what it might mean to investment policy in the future. The Government's proposal stated that in order not to discourage investment, any reduction in profit margin resulting from price controls would be limited to 10 per cent. Companies with a low profit margin would be permitted to increase prices to achieve an 8 per cent return on invested capital.

■ The Commission of the **European Economic Community** has issued a **report on multinational firms** in Europe urging the nine member countries to take joint action against abuses such as tax evasion, monetary speculation and disregard for workers' rights. Although no deadlines were set for specific actions, a few quick decisions are expected.

Noting that 40 to 50 per cent of foreign investment in the community is of U.S. origin, the Commission states that specific measures should not discriminate against firms owned and controlled by non-Europeans. It sees the need to meet and possibly negotiate with the Americans and Japanese on specific problems raised by multinationals, especially in the tax sector. The document makes it quite clear, however, that Europe is irritated with what it considers discrimination against European investments in the United States, citing the interest equalization tax, and the "Buy America" rule that blocks foreign firms in the United States from seeking defence contracts.

The new document includes a proposal to prevent mass firings; other proposals give the Commission strong powers to control mergers, and to establish a co-ordinated EEC system to assure supplies of vital raw materials, especially oil.

The paper calls for a system of checks on the amounts of money entering and leaving the community as a way to limit speculation by firms. It also seeks a network to detect and pursue tax evasions, saying that in this area co-operation is needed beyond community boundaries. The Commission urges members to act to require firms to publish clear information on their financial activity.

■ **A recent survey by U.S. News and World Report** revealed that "almost unnoticed by most outsiders, **the trade union movement is making a deep penetration into higher education."** The magazine noted that close to 300 colleges and universities were bargaining collectively with representatives of their faculties in 1973 on salaries, fringe benefits and working conditions. The bargaining units represent some 80,000 faculty members—about 15 per cent of national teaching strength.

"Since 1966, negotiations have resulted in the signing of 143 first-time union contracts, suggesting a sharp reversal of the historic position of academics that their interests and status as professionals are incompatible with trade unionism," the magazine observed.

Union strength appears to be divided mainly among three competing groups: the **National Education Association,** representing about 47,000 faculty members at 102 colleges and universities, has negotiated more than 75 contracts; the **American Federation of Teachers,** with locals on some 200 campuses, has 60 contracts covering 15,000 teachers; and the **American Association of University Professors** has 13 contracts covering about 12,000 faculty members.

"Sentiment for unionization is found to be strongest among faculty members under 30, among those without the security of tenure, and those—young or old, tenured or not—who lean 'left' politically," said **U.S. News and World Report.** "Most of the organization has been done in public institutions, particularly in community colleges where faculties have limited power and prestige. So far, only a few private schools have signed union contracts."

Some observers attribute the success of the current union drive to changes in labour law permitting collective bargaining in public and private colleges and to the financial crisis in higher education. Faculty members are complaining that salary increases are not keeping pace with the cost of living; rising costs and declining enrollments in the universities are leading to retrenchment; and jobs are becoming more and more scarce.

Although salary increases in recent agreements have ranged from 5 to 8 per cent, the latest contracts tend to stress job security and grievance procedures rather than wages and fringe benefits. Students are worried, however, that monetary gains won by faculties will have to be paid for through higher tuition fees and that strikes may interrupt their studies. Student organizations are beginning to sit in on bargaining sessions, though usually as observers, and are exploring the possibility of forming their own unions to protect their interests.

"While unionization of professors is growing and will continue to grow, observers believe that it will be a long time before it dominates higher education, and even longer before it penetrates strong research universities such as Harvard and Yale," said **U.S. News and World Report.** "A survey by the American Council on Education, made public on August 29 disclosed that one third of the U.S. professoriate still oppose collective bargaining by faculties."

Analyzing the trend in the summer issue of **Change** magazine, Professor Seymour M. Lipsit of Harvard University and Professor Everett C. Ladd Jr. of the University of Connecticut said: "Although collective bargaining and faculty unionism in higher education seem here to stay, their rapid growth has hardly met with universal acclaim. Traditional grounds for opposition remain, and a large segment of the professoriate continues to be opposed. It is by no means certain, then, that unionization will move across academe with the inevitability of an incoming tide. What is clear is that significant momentum for faculty unionism exists, and that conditions are ripe for a prolonged contest in which the stakes are high."

■ **Plagued by a worsening labour shortage, Czechoslovakia has launched a campaign to eliminate wasteful employment and persuade women to have more children.** Nearly half the workforce consists of women, most of whom have to rear children, prepare meals for husbands and shop for their families as well as do their jobs.

Everyone over the age of 18, except housewives, is obliged by law to hold a regular job or else face prosecution for parasitism. Pensioners are given financial incentives to continue working in key occupations after reaching retirement age.

Worried about the lack of young people in an ageing population, the Government has tightened abortion laws. Since July 1973, a married woman can only have an abortion for medical reasons or if she already has two children. A woman can take up to two years paid maternity leave from her job, with her promotion prospects officially protected. Child allowances and other financial benefits for families have also been increased in the past year.

Public services, shops, offices and factories are visibly understaffed, and the situation has noticeably worsened in the last two years. Owing to a steady decline in the birthrate from 1955 to 1970, the increase in the labour force over the next 20 years will average only between 10,000 and 15,000 people annually. This is far too small to provide the manpower needed to maintain Czechoslovakia's planned 5 to 6 per cent annual

e of economic growth. Planners e faced with the difficult task of hieving economic growth al- ost solely through increased oductivity. The state economic an puts a severe curb on the mber of people each enterprise ay employ. But most enterprises nnot even attract enough em- oyees to reach the ceiling, and cancies total 300,000.

e authorities lay the greatest ess on efforts to redistribute la- ur so that wasteful jobs are minated and more workers are ailable in key industries and eas with major shortages. Work- s are persuaded to change jobs offers of higher wages, larger mily allowances, suitable hous- g and paid opportunities to visit milies that they have left behind. echoslovak officials say, how- er, that it is still too difficult to y labour from non-profitable ctions of the economy.

Under a **Swedish law,** effec- e January 1, 1974, the maternity nefit paid under the national alth plan has become a **"parent nefit."** A maternity benefit was yable to the mother for up to six onths in connection with child- rth under the previous scheme. w, the six-month period may divided between the mother d father should the mother de- de to return to work and the fa- er to stay at home with the new- rn child. Payments are related the income of the parent re- aining at home.

■ **Beginning this month, full-time union officials and staff members will be able to earn college credits and even a college degree** through a co-operative program of the AFL-CIO Labor Studies Center and Antioch College, Yellow Springs, Ohio.

Under an experimental "university without walls" concept, they will continue their full-time work in the labour movement while following an individually designed learning program that makes use of educational resources in their home communities and independent research often related to their work experience.

A team of advisers will periodically review the progress of the degree plan, and each student must demonstrate competence in basic areas of labour studies before qualifying for the Bachelor of Arts degree that Antioch will confer. The degree program is limited to 50 students.

■ The island State of **Tasmania, Australia,** has announced plans to help finance a **comprehensive educational training scheme for trade union leaders.** State aid will take the form of an annual grant to the Tasmanian Trades and Labour Council, which is forming a committee to administer the program.

Neil Batt, Chief Secretary in the Government of Tasmania, said that courses would be conducted at three levels: for full-time union officials, for honorary branch officials and for job representatives. He said a formal training scheme for union officials was made necessary by developments in technology, and the complexity of modern industrial relations.

"The lack of a program and facilities has prevented trade union officials from equipping themselves with the knowledge and techniques their tasks now demand," Batt observed. He said that union leaders often had to combine the roles of administrator, research officer, negotiator, advocate and social worker. "This is just one reason that it is so important that they have access to a training program."

Subjects in the course are expected to include trade union rules, principles of organization, administration, State legislation, automation and technological change, methods of negotiation, bargaining and advocacy, and communication.

The training program is considered **most important with regard to the role of job representatives** because they are the vital links in the chain of communication and consultation between unions and employers, Batt said. An ineffective job representative is a potential hazard to the union organization, members on the job and the employer.

■ The major advance for women in male-dominated Australia is that "women's interests are beginning to be talked about in the political arena," according to Elizabeth Reid, Australia's special adviser on women's interests to Prime Minister Gough Whitlam.

Reid, a 30-year-old senior tutor at the Australian National University in Canberra, is conducting research and advising the Prime Minister on a wide range of domestic issues, especially those concerned with the welfare of women. A notice in the Australian papers that the Prime Minister was looking for "a person of imagination and capacity" to advise on women's issues caused a furore in the news media and among feminists. The response to the advertisement was a barrage of applications from some of the most highly qualified women in the country. More than 400 women and, surprisingly, a few men applied. Seventeen applicants were interviewed, and Reid was finally chosen. Her appointment is an Australian first.

Women became a force to be reckoned with in Australian politics during the 1972 federal election. Through organized lobbying, they were able to persuade politicians for the first time in many years that social problems of particular relevance to women had to be discussed in a political context. Issues such as child care, employment opportunity, equal pay and a general desire to participate more fully in Australian society were widely aired during the campaign and were included in policy speeches of the contending parties.

With no significant representation in Parliament (there are only two women Senators and no women members in the Australian House of Representatives), persistent lobbying is at this stage one of the few options open to women for attaining their objectives.

■ **The Australian Government has elected a woman as first chairman of the country's Social Welfare Commission.** Mrs. Marie Coleman, one of the nation's best known social planners, has been appointed to head an 11-member team authorized to make recommendations to the Government on the development of social welfare in Australia. Her appointment is for a term of up to seven years.

Marie Coleman

Mrs. Coleman is a graduate in Arts and has a Diploma of Social Studies from the University of Sydney. Through her work on the Commission she will be trying to build up a system that will make it possible for individuals to fulfil their maximum potential, not one that merely looks after handicapped people. "Health care, for example," she says, "shouldn't be something that only some people can afford." She disagrees strongly with the kind of thinking that says day care should be provided for those children whose mothers cannot afford to look after them, but not for the community as a whole.

■ **Otto Kersten,** General Secretary of the International Confederation of Free Trade Unions, **has refused to appear before the United Nation's "group of eminent persons"** studying the impact of multinational corporations on the world economy (LG, Dec. 1973, p. 807) because the group **does not include any "accredited" trade unionists.** In a letter to Philippe de Seynes, UN Under-Secretary General for Economic and Social Affairs, Kersten said that **no one in the group was entitled to speak for working people** and that "no useful purpose could be served by trade union representatives appearing before the UN group composed as it is.

f the United Nations is to be-
ome an effective factor in the
niversal striving of peoples for
eace, freedom and social prog-
ss," he said, "the organization
ust be more responsive to the
pirations of those who make up
e overwhelming majority of its
onstituent nations, the toiling
asses; it cannot and must not re-
ain a closed preserve of govern-
ents, of big business and of a
lf-perpetuating international bu-
aucracy."

British clerks and typists who
ek work in Spain "to get away
om nine-to-five" jobs are soon
sillusioned by the discovery that
e Spanish for this is "nine-to-
ght." But that doesn't mean that
paniards are all work and no play.
fact they may well be ahead of
e rest of the world in sheer en-
yment of life.

According to a report in **The Economist,** the best time to contact a typical Spanish businessman, by telephone or telex, is between 10.30 a.m. and 1.30 p.m. (During the latter half of this period the rest of Europe is having lunch). He eats his huge noon meal at about 2.30 p.m. and, in hot weather, has a siesta to recover from it. He is not fully operational again until 4.30 or 5—when the rest of Europe is thinking about going home. He is at his most receptive after 7.30 p.m.—when his European counterparts are at dinner.

Despite the Spanish idea of "flexi time" or what Europe might consider a most casual attitude to business, **Spanish businessmen are now exporting not only fruit and wine but ships, machinery and car accessories to Europe's toughest markets,** says **The Economist.** That's why Spain's technocrats are speculating about what could be achieved if only Spain worked the same hours as the European Economic Community. Officialdom is therefore trying to persuade industry and commerce to take a shorter lunch-break and adopt a European bedtime. It is not having much success. Low rates of pay and rising expectations impel many Spaniards to work 10-14 hours a day at various occupations, and it is difficult to persuade a man who has worked until 10 p.m. to go to bed at 11. To compound the problem, night life caters to Spain's nocturnal creatures. You can dine out at 10.30 p.m. and you won't miss a thing if you don't arrive at the theatre before 11.30 or even midnight. The "wee small hours" are the best time in Spain.

50 YEARS AGO

■ Labour saving inventions that enlarged "to a remarkable degree" the production of American workers, the establishment of labour banks by various labour organizations in the United States, and the eight-hour day for manual and non-manual workers in Germany, were described in the January 1924 issue of **The Labour Gazette.**

Inventive genius that made possible increased production by each worker and stimulated industrial production in America, was discussed by Julius H. Barnes, president of the United States Chamber of Commerce, at the annual meeting of the American Economic Association held in Washington, D.C., December 26, 1923. "While inspired invention is the product of no single nation or people, yet invention," Mr. Barnes said, "requires the support of quick and sure and large reward for successful consummation. The very structure of American industry and its adaptability to new invention, as well as the readiness of the consumer to welcome new devices, hold out the sureness of generous reward for superior inventive ability." Mr. Barnes cited typical industries in which inventions have enlarged the production of each worker. Some of these examples are: "In the steel industry, one or two men now with unloaders replace twelve to twenty men unloading by hand. In furnace charging, by use of skip hoist, lorry car and automatic

eigher, two men replace four-
en. In pig casting, seven men
th casting machine replace
ty. In open hearth operation,
e operator with charging ma-
ine replaces forty hand charges.
ith travelling cranes, twelve men
uring, replace thirty-seven. Two
en unloading pig iron with elec-
c magnet and crane replace one
ndred and twenty-eight men. In
e clothing industry, six men op-
ating two boarding machines re-
ace twenty. One girl operating
cutting machine produces
enty-five times more than by
nd. In men's clothing, in various
ocesses, machines with a single
erator replace six and eight
rkers. In the shoe industry one
sting machine produces the
uivalent of six to ten hand
rkers. In the glass industry, one
e bottle making machine re-
aces 54 workers ... This ten-
ncy extends through all indus-
, from foundry work and
aterial handling to bread baking
d the manufacture of books; it
tends even into office equip-
ent, where adding and calcu-
ing and bookkeeping machines
pand human service three and
e and ten times. It extends even
o agriculture, which does not
nd itself so readily to machine
oduction, but the old standard
farm ploughing of one man,
e acre per day ... In wheat rais-
g, the average wheat crop of to-
y may be fairly estimated to re-
ire 7 million days work; while
e methods before the day of the
rvester and reaper and its suc-
ssors the crop would have re-
ired 130 million day's labour ...
is labour is not released to
employment, but only thus has
been possible in America to se-
re the personnel for enlarged
d industry and for the estab-
hed new ones that inventive
ogress continually suggests."

■ Labour banks, instituted by various labour organizations in the United States, continue to be established in other districts. Mr. Warren S. Stone, Grand Chief of the Brotherhood of Locomotive Engineers, said about 20 labour banks have been set up in the United States during the last three years and about 20 more are contemplated. The Locomotive Engineers' Co-operative Trust Company was opened in New York on December 29. This is the ninth bank formed by the International Brotherhood of Locomotive Engineers and the fourth labour-union bank in New York. It is stated that the first bank of this organization, opened at Cleveland, Ohio in 1920 with $600,000 capital, has now resources amounting to $25,000,000. The Co-operative Trust Company is a branch of this bank. Mr. Stone, in outlining the bank's policy, said that "any person could open a checking account in any sum whereas most New York banks require from $200 up; 4 per cent would be paid on savings compounded quarterly and 2½ per cent on the daily balance of checking accounts. It is also proposed to perform various services for their customers such as providing railway or steamship reservations, etc. Other labour banks that have recently been established are the bank of the International Ladies' Garment Workers Union and other needle workers' unions in New York and the Brotherhood of Railway Clerks' International Bank in Cincinnati.

■ Government orders establishing the eight-hour day for manual and non-manual workers in Germany, expired on November 17, 1923. Because they were not extended, the legal eight-hour day ceased to be operative from that date, except for miners whose hours are fixed by special legislation. The first of these orders was issued on November 23, 1919 and their period of operation had been extended from time to time. Regarding hours of labour in the mines and the iron and steel industries of the Ruhr district, an agreement providing for a ten-hour day made through the intervention of the Minister of Labour, was submitted to trade union members on a referendum on December 20. The result was 42,900 votes in favour of the agreement and 539 against; 69,000 members abstained from voting. The agreement provides that in the industries in which the hours of labour were less than ten before the war, the same period of work is to be maintained. Unskilled workers will not work more than 54 hours weekly, and all other workers will be required to labour 57½ hours weekly. This will ensure the men a half holiday on Saturday. The arrangement is to stand until July 1, 1924.

SPIDR, A FORUM FOR PROFESSIONALS IN DISPUTE RESOLUTION

BY TED WEINSTEIN

A new forum to foster the exchange of ideas, concepts and techniques for the settlement of labour disputes was inaugurated last October when the Society of Professionals in Dispute Resolution (SPIDR) held its founding convention in Reston, Virginia. The society membership numbers more than 700 persons, including representatives from virtually every state in the United States, and about 75 Canadians. Canada has been designated a region in the society's organization, and two Canadians are serving in SPIDR executive posts: **Jacob Finkelman,** Chairman of the Public Service Staff Relations Board, is a Vice-President in charge of the Canadian region, and **William P. Kelly,** Assistant Deputy Minister of the Canada Department of Labour, will sit on the SPIDR board of directors for a three-year term.

SPIDR grew from a seed that had been germinating for several years among Canadian and American professionals in dispute resolution. **The society's roots lay in the realization that persons engaged in dispute settlement were without an organization to meet their needs and to provide a forum for the discussion and exchange of innovative techniques.** The idea for such an organization was articulated several years ago and the preliminary work for the co-ordination of the society began in November 1971.

SPIDR plans to fulfil **the following purposes:**

- To advance the educational and professional interests of persons engaged as neutrals in dispute resolution activities, and to enhance the stature and acceptability of neutrals;
- To enhance the professional skills of mediators, fact-finders, arbitrators, hearing officers, trial examiners and others in the field of dispute resolution;
- To further the acceptability and the understanding of the role of neutrals by the parties in the dispute-settlement process;
- To promote the professionalism of neutrals at the local, regional and national level;
- To sponsor research leading to the development of innovative impasse resolution techniques and procedures, to serve as a clearing house of information for research data in the field;
- To increase public understanding of the process of collective bargaining, the role of the neutral and the various dispute resolution procedures.
- To promote the recruitment and educational development of dispute resolution personnel.
- To aid the structure and institutions through which dispute resolution services are provided.

SPIDR plans to carry out these objectives through annual meetings, various research and publication projects and the implementation of training programs. It will publish a periodical newsletter geared to the specific needs of its members and will highlight dispute resolution activities. Task forces of expert personnel may also be made available for states, provinces, cities and other political subdivisions requiring assistance in establishing conciliation agencies.

SPIDR membership eligibility regulations require that an individual be a resident of the United States or Canada and have a minimum of three years substantial experience:

1. as an official or professional employee of a local, state, provincial or federal government or private agency whose primary purpose is to resolve labour relations disputes;
2. as a practitioner engaged primarily in the resolution of labour relations disputes;

3. as an official or professional employee of a local, state, provincial or federal government or private agency whose primary purpose is to resolve disputes involving persons and groups at the local community level;
4. as a practitioner in the resolution of community disputes;
5. teaching in a curriculum directly related to the purposes of the society.

The theme of the founding convention was the public interest and the role of the neutral in dispute settlement. In describing the convention, Mr. Kelly said considerable time was spent in **discussing alternatives to the strike weapon. "While there was no apparent support for compulsory arbitration, it became evident that much is being done in the United States to examine the viability of voluntary arbitration** in public-interest and/or essential-service disputes. (AFL-CIO President) George Meany has given leadership within the labour movement in this direction and some labour leaders are exploring this concept as an alternative to strikes," he said.

"In Canada, little has been done in this direction outside of the federal public service. Canadian labour leaders still seem to stigmatize the word 'arbitration' with 'compulsion.' Voluntary arbitration should be one of the tools of both labour and management in the collective bargaining process," he maintained.

Kelly said **discussion on final offer selection arbitration drew little support.** "This is a procedure whereby the parties in the dispute must submit to arbitration their final positions on unresolved issues and the arbitrator is bound to choose what he considers the most reasonable of either the union demand or the company offer. It seems to me **the major weakness in such a procedure** where highly complex work rules are involved is that it could produce an award that one of the parties would find impossible to live with."

Another technique which Kelly said was discussed and which **he thought was worth exploring in Canadian public-interest disputes is the so-called "Med-Arb" concept.** "This is a procedure where the parties agree to have a third party join the negotiations to act first as a mediator and then to arbitrate the remaining issues in the dispute. It seems to me that in certain situations a **skilled mediator** with expertise in a given industry and acceptable to the parties **could render a real service to the disputants in a situation that could end up in a long strike or one disruptive to the economy of the country.** It could be argued that **one of the shortcomings might be that the parties might not be completely open with the mediator** in the realization that he might eventually act as an arbitrator. I think **this would be offset** by the fact that in the mediation process, **the mediator would be exceedingly knowledgeable** with regard to the issues and the fact that he could become the arbitrator would enhance considerably his powers of persuasion," said Kelly.

Many noted speakers from the mediation, academic, industrial relations and labour fields, including several from Canada, served on panels at the convention. **Claude Edwards,** President of the 125,000-member Public Service Alliance of Canada, told the delegates that **unions in the public service are courting disaster unless they find a way of resolving disputes in essential services. Continued strikes in these services,** such as police, fire, prison and railway operation, **will lead to restrictive legislation. "Public servants should have terms and conditions of employment at least comparable with those in the private sector," he said.**

Edwards said there was a desperate need in Canada for more skilled arbitrators and mediators, especially in view of the continuing complexity of bargaining issues. "While the neutral has no responsibility for the fairness or justness of the agreement reached, he may have to persuade one or the other of the parties of the illogical or impossible position they are taking," he said.

In criticizing the role played by lawyers in labour relations, **Edwards pointed out that the best lawyers may be incompetent as mediators or arbitrators.** "I am even more concerned that through the use of lawyers and legal technicalities and interpretations the parties to a collective agreement may attempt to secure the legal interpretation of words that was never intended by the negotiators. This will destroy a

argaining relationship quicker than any other eans, and **the continued use of lawyers on both des,** who rely on what words say rather than what as obviously the intent of the negotiators, **is a sure ay to speed the destruction of a relationship ... Many lawyers submerge any concern they may have or human problems in a strict interpretation of the w."**

. W. Carrothers, President of the University of Calary and an industrial relations specialist, **proposed hat labour and management accept voluntary arbiration as a strike alternative.** "There is an overriding ublic interest in an effective system for settling disutes which might affect the public," he said. There a general dissatisfaction in Canada with work stoppages in which the principal sanction is the "discomfiture, inconvenience and the general prejudice o the public itself, which is to say the collective interest of the innocent bystander."

udge Alan Gold, Chief Judge of the Quebec provinial court, **told the convention that conciliation oards in Canada serve more of a political role than meaningful role in settling disputes,** although they till have a place in dispute resolution. Judge Gold, who has acted as a mediator in the 1972 railway disute, said he could have solved the dispute if he ould have found the $48 million it would cost the ailways at a time when their freight rates were froen. This, he said, is an example of the political probems faced by mediators. "For me to recommend, for xample, that the Government pay its civil servants a vage increase higher than its own guidelines, even hough I feel the increase is justified and I know the Government is able to pay it, is not likely to help to esolve the impasse but rather to aggravate the sitution. In doing so, I am intruding, if not usurping, a ecision that is purely political," he said.

udge Gold compared the conciliation board process ith the fact-finding system sometimes used in the .S. in dealing with labour-management disputes. ust as mediation is the art of the possible, so must a eport by a conciliation board be a portrait of the ossible, he said. "I suggest that a fact-finder is not ntitled, save in exceptional circumstances, to tell he parties what they should accept if he knows, as e should, it cannot be accepted."

Although there have been good results with conciliation boards, Judge Gold maintained, there have been too many cases of failure and they became a meaningless process. Because unions could not exercise their threat of a strike before conciliation boards reported, there was not enough heat generated to give the boards any clout, he said. "As to the fact-finding role [of conciliation boards] times and people have changed. It's questionable whether management or unions fear an adverse report. Nor is there any reason to believe the pressure of public opinion will bring the parties to a settlement."

William Dodge, Secretary-Treasurer of the Canadian Labour Congress, told the delegates that **neither a mediator nor arbitrator has a role to play as a guardian of the public interest in collective bargaining disputes.** "I feel they have few qualifications and no authority and no right to assume such a role," he said.

Neither mediators nor arbitrators could make **equitable decisions and judgments on the effect of their individual decisions on general pricing decisions.** "They have no divine guidance to arrive at a uniform understanding about guideposts or wages as a factor

in current inflation," he said. "Nor could they guarantee that restraints on wages would be reflected in pricing decisions. Furthermore, there is no evidence rising wages are responsible for inflation," said Dodge.

He did add, however, that the views of the mediator should be given due weight and consideration. "A dispassionate opinion of the public interest factor should be of immense value to both management and labour in assessing their positions."

"Most people are unaware of even the largest strike because they are not inconvenienced in any way," Dodge pointed out. "A man in robust health who is fond of beer may regard a hospital strike with blithe unconcern but become hysterically annoyed if he were deprived, however temporarily, of his favourite beverage. The national railway strike was terminated by legislation, although 'proven inconvenience' was exceedingly sparse. Airline and construction strikes produce such little inconvenience in our daily lives that it is difficult to remember the small inconveniences," he said.

"For the most part, the whole process of bargaining in strikes is in the public interest and should not be interfered with," said Dodge.

Russell Steward, Assistant Secretary of the Treasury Board Secretariat in Ottawa, conceded at the convention that **arbitration tribunals are not likely to make awards that would create sweeping changes in the terms of collective agreements.** The tribunals function well in the provision of fair and apt solu tions in the traditional way, but the parties them selves must work out across the bargaining table th really significant changes that a third party canno impose.

Steward said the fact that arbitration tribunals are no apt to make major pioneering awards is not inimica to the interest of the parties because 80 per cent o agreements in the public service are achieved by vol untary settlement without arbitration.

In discussing the role of a mediator, Steward sai such a person must be an amateur psychologist, clear thinker and a tactician. "Frequently, he mus recognize that problems are personality problems o due to dissension in the ranks of the negotiatin team or plainly to a lack of negotiating skill. He mus know whether the parties who have been talking an sometimes shouting have actually been communi cating.

"A mediator should not prolong mediation for ego tistical reasons," according to Steward. Nor is h there to obtain a settlement at any cost. He mus learn to compose people's differences, he said. **"A mediator should ensure that by his presence there i no rupture in direct communication between th parties themselves.** The mediator should not becom the interpreter. It is bewildering to the parties to dea solely through the mediator even though progress i made. The end result of that kind of mediation is a fi nal settlement that may be somewhat strange t them, that they have difficulty in explaining to thei principals and in administrating afterwards."

THE MAKING OF A MEDIATOR

With increasing public interest in the settlement of labour disputes without a strike and within reasonable guidelines, there is increasing need for effective mediation—the intervention of a third party into negotiations in order to help produce an agreement. Because virtually nothing has been done to define the conditions under which effective mediation can best be accomplished, a study by David Kuechle of the University of Western Ontario attempted to do that by directing attention to three questions: (1) What conditions are most desirable in order to have effective mediation? (2) What tactics help insure effective mediation? (3) What are the characteristics of an effective mediator?

Results of this study were derived from responses to a questionnaire mailed to companies and unions that had participated in mediation during the three-year period ended December 31, 1971. Approximately half of the 299 responses were from Canadian managers and labour leaders, the rest were from respondents in the tri-state area of Michigan, Ohio and Indiana. Follow-up interviews were conducted with 50 respondents: 25 labour and 25 management, and then open-ended interviews were conducted with ten men in Canada and the United States who were frequently cited by labour and management respondents alike as being outstanding mediators.

BY DAVID KUECHLE

The mediator is likely to play an increasingly important role in the settlement of labour disputes. Yet an effective mediator is hard to find. This article attempts to identify the effective mediator, to describe the roles he plays, the various techniques he employs and the procedures by which he brings parties closer to an agreement.

One well-known mediator, a former high official in the Government of Ontario, said that **the job of mediation is to create conditions so that the parties desperately want to settle.** He made non-settlement or unreasonable delays in settlement physically disagreeable courses of action. He arranged for uncomfortable accommodations, with stiff chairs, poor ventilation and bad lighting. He made it a practice to enter the first meeting late, apologize for the poor accommodations and then state confidently that by their mere presence the parties had indicated a desire to settle, and he said that this desire obviously transcended any physical discomfort they might experience.

Since this mediator rately became involved in a dispute unless it was of substantial importance, he was able to tell the parties with credibility that he had informed the news media that the parties were ready for settlement. Then he would light up a strong cigar, invite others around the table to do the same and announce: "Gentlemen I have cleared my calendar for as long as is necessary to get a settlement. Now let's get down to work."

As the hours wore on and the bargainers became more uncomfortable, it became more and more evident that the mediator meant exactly what he said. Negotiators came to believe that he never ate or relieved himself during a bargaining session. Occasionally, when settlement was near, he would lock the door and say, "No one is leaving here until I have a signature from both sides."

This mediator, like all effective mediators, made it clear that he was in charge, that he shared the parties' desire for reaching agreement, and that he was prepared to stay with them for as long as necessary. Some parties came to believe that settlement was more important to the mediator than to themselves, and more than one was heard to say: "We signed that one for old Charlie." Although his techniques were unorthodox, his procedure for getting a settlement contained elements that characterize nearly all effective exercises in mediation. The most important of these elements are:

1. Learn about the Negotiators—Most experienced mediators are already acquainted with one or more of the members of the negotiating teams. It is useful, and sometimes vital, to know all the members who are likely to have an impact on the proceedings. One negotiator, the personnel officer for a town council in Ontario, described an incident to emphasize this point. The incident involved a negotiation session in which the negotiator had been having an especially-difficult time with members of his own team, most notably a gas station attendant who had never made more than $4,000 a year. This team member was astounded to learn that city employees were making in excess of $2.50 an hour and was adamant in his opposition to any increase in wages. When the mediator appeared, the chief negotiator told him about his problem, and the mediator responded by taking the recalcitrant team member aside in private and telling him the facts of life. From that point on, the gas station attendant was quiet, and the negotiations proceeded smoothly.

Mediators have a number of ways in which they learn about members of the negotiating teams. If they are assigned to a particular company-union relationship that has experienced mediation before, they try to consult with the mediator who was involved. In addition, they read the written report filed by the earlier mediator. Perhaps the most important thing to learn is whether it's possible to level with a particular negotiator and whether he will do the same with a mediator.

Some mediators use a more direct approach. They call each of the chief spokesmen aside at an early stage and ask them to give their assessments regarding various members of their own and the opposing team. In addition they ask for information about the position and background of each negotiator. From this information and from his own observations the mediator then gains a pretty good idea what to expect from each person.

2. Clarify the demands—One of the first duties of any effective mediator is to identify the issues in dispute. Normally this is done in a joint meeting so that the mediator can be sure that everyone is on the same wave-length.

Professional negotiators are invariably prepared and will lay out the issues clearly and concisely at the start, without embellishment. Sometimes, but rarely, they present the mediator with a written brief. There are some negotiators, however, who do not rate as professionals and who come into mediation meetings with objectives that are "different from" or "in addition to" the desire to secure a settlement. Some, for example, try to use the initial mediation meeting to deliver an oration on the virtues of their own position and the intransigence of the opposition. If the mediator suspects this is going to happen, he might let the orator proceed. After he's said his piece he often feels better for it, and the mediator can then say, "now let's get down to business." Other times, when he believes an oration will be detrimental to settlement prospects, the mediator will ask for the list of demands in separate sessions.

Once he identifies the issues, the mediator sets about the sometimes-tedious task of learning which ones are more important. Some mediators consciously put the demands into categories, a process that involves placement of priorities, some demands being more important than others. Although negotiators usually maintain that each of their demands is as important as another, there are almost always some that they are prepared to trade away. The mediator tries to learn which demands each negotiator considers essential and which ones he looks upon as expendable. One mediator goes at it directly, saying: "All right, you've told me what you want. Now what'll it take to settle?"

Sometimes this is difficult for a mediator to determine. Two frequenfly-used devices help in this regard. He may ask the parties to explain each demand, occasionally injecting a hint of his own reaction. One mediator, for example, often asks the following: "Could you give me an explanation for that particular demand? To a bystander it sounds a little ridiculous." Another mediator known for his gentlemanly manner, sometimes reacts to a demand by saying, "surely this issue is not going to hold up an agreement!" The other way a mediator can help determine which demands are most important is to listen to the spokesman, then say he would like to hear from one of the other members of the bargaining team on the same subject. Solidarity usually indicates importance; division of opinion indicates the opposite.

One union negotiator, commenting on a well-known mediator's propensity to categorize the issues, issued a warning, somewhat in awe, to his union colleagues:

> Here's where you have to watch your step. He has these lists, and he will say, 'What are the issues? Let's group them.' You have to watch out as he shuffles the groups around. His term for issues he thinks you will trade on or give away is 'susceptible to solution,' and if you let one of your major issues get into that definition you're in trouble. Fred C. Shapiro, "Profiles-Mediator," **The New Yorker,** August 1, 1970.

It is normal practice for union representatives to enter negotiations with a great many contract proposals: many to mollify political factions in the union, others to be traded away in bargaining. Management, in self defence, has learned to formulate a few frivolous proposals of their own. An effective mediator tries to sort out the frivolities.

In the process of learning about the demands and sorting them out, the mediator is often successful in resolving some of them. One union representative described the work of a mediator in this regard in his attempt to learn the importance of a demand by the union for a Community Wage Survey (CWS) job evaluation system. The mediator called the sides into separate meetings and asked the union spokesman, "Is this issue a strike issue?" The spokesman said "no" but that it was a matter of principle with the union that they make a start toward some systematic method for establishing wage categories. The company had registered bitter opposition to CWS, so the mediator asked their spokesman why they were opposed. He learned than that the company feared that it was a device for the sanction of featherbedding. Then the mediator went back to the union, conveyed the company's fear to them and asked if they would be willing to write a guarantee that there would be no featherbedding. They said "yes," thus opening the way for a discussion of how they could introduce some meaningful job evaluation program, not necessarily CWS.

3. Become aware of the parties' needs—Mediocre mediators concentrate solely on the issues. Those who are truly effective concentrate on issues only in context of the personal needs of individuals at the bargaining table. One especially articulate mediator stated a rule that guides his efforts:

> In every phase of discussions the mediator must concern himself not with interests of the principal parties, the union and the company, but with the needs of their representatives. The representative (chief negotiator) must not only do a good job, but his client (the constituency) must be convinced he has done one.

In general, managements are most concerned with the cost of a settlement. Unions are most concerned with the form, or appearance, that the settlement projects to the members. The mediator has many tools at his disposal to help appeal to these needs. These include the extended contract and the use of percentage figures. For example, if management will not agree to a 5-per-cent increase over the existing base rate in each year of a two-year contract, perhaps it will agree to a 5-per-cent increase over the current base in each year of a three-year contract. That way the employer gets an extra year of labour peace plus a subtle modification in the cost. For instance, if a worker earns $100 a week, a 5-per-cent raise in the first year of a three-year contract brings him to $105. In the second year, he draws $110; the new pay raise is not 5 per cent but slightly more than 4.75 per cent. In the third year the increase—from $110 to $115—is a slightly more than 4.5 per cent. Union leaders can report back to their members that they will receive

three 5-per-cent increases. (One mediator described his job to include "helping union representatives take lies back to the members," a statement which may be overly blunt but which has considerable authority in fact.) Management, on the other hand, can report annual increases over the three years averaging only 4.75 per cent.

The top-notch mediator recognizes the importance of giving the parties the feeling that the settlement is **theirs,** not his. A well-known Canadian mediator said he sometimes had difficulties in this regard, that parties who reached an impasse sometimes came to him and said, "sorry we didn't get this for you." His standard response has been "It's not my settlement. It's yours!"

Some parties resist settlement in the presence of a mediator for fear they will not get credit for it. Mediators who are sensitive to the needs of bargainers are generous in giving credit and praise to the parties and publicly downgrading their own role. This helps union leaders in winning ratifications from their memberships and helps management negotiators in finding favor from their boards of directors.

The needs of the parties are sometimes a function of the amount of experience they have had as negotiators. Inexperienced bargainers probably need sympathy, guidance and, occasionally, some discipline more than their seasoned colleagues. Most of all, they do not want to look bad in the eyes of their superiors or constituents. Mediators who are sensitive to these needs can satisfy them unobtrusively and, usually, privately. One mediator cited an example where he was called on to give sympathy and apply discipline at the same time. A management bargainer, fresh out of college, had spent several days with his union counterpart designing a complex promotion and demotion scheme which took into account a man's seniority, ability, and past performance record. When the scheme was put before the respective bargaining committees the members started nibbling away at it, suggesting changes in wording and, in at least one case, registering severe criticism.

Management's chief bargainer had become wedde to the plan and was myopic toward any changes. H expressed disillusionment upon discovery that hi union counterpart was listening to the "nibbles" an indicating receptivity to some of them. So he threw up his hands and said: "I thought we had an agree ment. If I can't trust you to defend what we've done can't trust you on anything else." And he walked ou leaving the members of his own bargaining team plu the union team sitting and staring at each other.

The mediator, who, until then, had been relativel passive, suggested the parties adjourn for the day then he went after the company's negotiator. Th two spent most of that evening together—the medi ator sympathizing with the management negotiator' views and supporting his contention that the new provision was a model of expert draftsmanship an should stand. Then he applied discipline, admonish ing the negotiator for his childishness and telling hir that if he did not return the next morning to apolo gize to everyone that he, the mediator, would wal out. Further, he said that he would report the circum stances in writing to the Labour Minister and to th negotiator's boss. "This, almost certainly," said th mediator, "will cost you your job."

By then the company negotiator had cooled dow and admitted he'd been in error. Then he asked "How do I salvage the situation?" The two spent th next several hours devising strategy for the followin morning, the role of the mediator switching to one o personal counsellor. The next morning, manage ment's chief negotiator went into the meeting an said: "Gentlemen, I apologize for my outburst yeste day. Let's set the promotion scheme aside for th moment and come back to it later. If there are no ob jections, I'd like to go on to the next topic on th agenda." The mediator, by prearrangement, arrive late and once more sat on the sidelines. During th first recess, he asked what had happened, never dis closing his role of the night before.

4. Take the heat off—An important function of medi ation is to help take heat off the parties. The effectiv mediator allows some heat to develop, because may promote settlement. But if he feels that one sid or the other is getting angry to the detriment of nego tiations, he will try to separate them. In this respec he should be especially aware of experienced bargai ners, who may be displaying anger as a bluff. The are sometimes play-acting, with a specific objectiv in mind.

hen the parties are apart they usually plead their vn case with the mediator. He listens perfunctorily ntil he feels the heat has dissipated, then tries to ing the conversation back to the real essence of hy they are there—to come up with a proposal that e other side will accept. Usually, in doing this he lies on figures, ignoring emotions. Sometimes he plies heat himself by playing the "Devil's Advote" with each party separately, arguing against their oposals. This can sometimes help the parties arpen their own positions and also allows them to nt their anger at the mediator instead of the opsing side.

ne negotiator for a paper carton manufacturing m described a mediation session he experienced in e 1971 that illustrates how transference of anger n lead to a settlement. The time was well before ntract deadline time when the union requested ediation. The management negotiator was reasonly convinced that the request was made for no her purpose than to start the calendar running to tablish a strike deadline, so he went to the mediion meeting with no expectation of reaching settlent and a chip on his shoulder from his past experces with the same union representative, all of nich had been disagreeable.

e mediator was late, having called the parties to y he'd been in a minor automobile accident. When arrived, about two hours after the appointed time, made no apology, but said he could spend only a ort time because he had another appointment rly the next morning. Then he asked the parties if eir purpose was to settle or to set a strike deadline. th indicated they wanted to get a settlement. This emed to mildly irritate the mediator, but he agreed meet with the parties on that basis. As the day ogressed the mediator was able to isolate three ises: wages, male-female parity, and pensions. All ere capable of resolution, and both sides were ady to move. However, about 10 p.m. that night the ediator called the two spokesmen together and ld them he was planning to leave. The union okesman said: "We intend to stay till there's a setement and we expect you to do the same." Then e spokesmen met alone, complaining bitterly out the mediator's apparent lack of interest. At 12 dnight the mediator bade farewell, handed the netiators a form on which they could indicate their settlement terms for submission to the Minister of Labour, and left. The negotiators, seething in anger, forged an agreement, then they registered a bitter complaint with the Director of Mediation Services about the conduct of the mediator, not realizing till much later that the apparent lack of interest by the mediator, whether by design or accident, probably caused them to "show him" by coming to a settlement.

5. Learn the limits—Parties and mediators alike are in agreement that the mediator should somehow learn the limits beyond which the sides will not go, preferring to strike or be struck. Sometimes the parties themselves have not consciously established those limits. By going through the exercise the parties are forced to reassess their positions and to tentatively decide on the point when a strike would be more attractive than a settlement.

The process of learning limits requires great sensitivity, because both parties are naturally fearful that the other side will learn about their position and will take them for all they've got. So the mediator must learn what the parties will settle for by asking every question except that. Usually he does this by moving back and forth between separate meetings, ostensibly proposing packages for settlement and further compromises, but in fact testing the reactions of the bargainers to learn what points they would be willing to sacrifice, ultimately, to gain an agreement. This process of whittling away almost invariably leads to the answer he is seeking.

Having learned the limits, the mediator will almost never disclose them. Rather he then goes to work trying to move each party closer to them. This is not generally done in one stroke, rather point by point, a little bit at a time, probably starting with the party whose most recent proposal is the closest to what the mediator thinks the eventual settlement will be.

6. Apply pressure—The effective mediator aiming for a settlement senses when the time is ripe for applying pressure. Aside from his persuasive ability, the mediator's power derives from two principal sources: his willingness to go to higher authorities and his willingness to go to the media. There have been some cases where mediators have found the chief bargainer on one side or the other recalcitrant and have called on the negotiator's superior to explain the consequences of his man's stance. Sometimes the mediator has consulted with his own boss, the Director of the Mediation Service or the Labour Minister, and obtained a top-level meeting out of the hands of the designated bargainers. Such a tactic is used rarely, and it is demeaning to the negotiators. It should never be done without knowledge of the negotiators. If a negotiator is aware, however, that it might happen, the mediator can often get him off center by dropping a subtle hint regarding the consequences of his recalcitrance.

The mediator is severely limited in use of the media to apply pressure for two reasons: first, the media are not vitally concerned with most negotiations; second, there is a risk of divulging positions in public so that one or both parties become frozen in their stance.

In cases where negotiations are newsworthy, the mediator can apply considerable pressure. He usually does this without divulging anyone's position and without implying criticism; rather he praises the parties and expresses optimism that a settlement is near, sometimes stating his own estimated deadline. One well-known mediator described an instance in which he used media representatives to force a settlement. The negotiations involved a big-city newspaper, so reporters were constantly in touch with the situation anyhow. The sides had reached an apparent impasse, and the union had planned a 2 a.m. strike. At midnight the mediator, sensing the employer was willing to move, called a meeting of the union's local president and the international representative to tell them he had noted flexibility in management. He told them, in addition, that he had notified reporters that the strike deadline had been put off till 4 a.m. The union leaders cursed under their breath, quickly got on the telephone to notify their strike captains that there had been a delay and went back into negotiations. In this case the tactic worked; an agreement was forged at 5:45 a.m. By then only three reporte and one photographer were on hand; all the othe had drifted away. The reporters had a scoop, and th photographer got a magnificent picture of the med ator, who appeared haggard, shoeless and wearing black turtleneck jersey and slacks. "This is the toug est one I've ever seen," he said. (Fred C. Shapiro, Pr files-Mediator, **The New Yorker,** August 1, 1970.)

In commenting on this situation later, union repr sentatives said that the mediator's tactics would n have been successful if he hadn't enjoyed comple trust and respect from both parties. He had built th up through many years of association with the pa ties. The instance is cited here more as an example what can happen under conditions of total con dence, not as something that ought to be attempte as a matter of course.

The effective application of pressure requires a acute sense of timing. Some people believe that th timing sense cannot be taught, that it comes from e perience and that some mediators never acquire One critical time in negotiations, of course, is wh Mediator Theodore Kheel calls the "crunch." This an important deadline, usually when the contract e pires and a strike is imminent or, if a strike is in pro ress, it is the last possible moment for one side or th other to settle and still profit from a particular ec nomic factor. (One example of such a time would b a certain number of days after a strike starts but ju before strike benefits go into effect.) When such time is drawing near, the mediator may call f round-the-clock sessions. These sessions are often test of physical endurance for the mediator and th parties alike. The mediator often gains respect b apparently outlasting the parties. Sometimes, course, the appearance of superior endurance is hoax. One well-known Canadian mediator describe a negotiating session in which he called the tw sides into round-the-clock sessions, each meeting separate rooms in the same hotel. It was after mi night when he went to the union and said: "I thin we're nearing pay dirt; let me have one more go the employer." Then he went to the employer an said the same thing in reference to the union. Bo sides thought the mediator was meeting with th other, and as they waited for hour upon hour the became more and more convinced that he was mak ing progress. In fact, the mediator had left both sid alone and gone to his own room, taken a short na shaved, and changed clothes. At about 4:30 a.m. h reappeared, looking fresh, and called the parties to gether, announcing that he had detected a mood f

ettlement on both sides and suggesting that they neet for as long as necessary to get an agreement. he exhausted spokesmen said "no more" and came o an agreement in less than 30 minutes.

ometimes a mediator's sense of timing tells him that e should stall. One mediator said there were two tuations that would cause him to delay proceed-gs: one was exhaustion of all intended concessions y one of the sides, when to ask for anything more ould likely cause them to walk out; the other was a remature agreement when the mediator has doubts bout whether the constituents will give their ap-roval. This mediator described a situation more than en years ago when one of the major airlines reached n agreement with its pilots several weeks in advance f strike deadline, and spokesmen for both sides roudly announced a new era in industrial relations atesmanship as they notified the press that they ad settled. Almost immediately the parties were alled on to answer to their constituents, the union aders to explain to the members why they hadn't argained till the last moment for every ounce they ould get, and the management negotiators to ex-lain to their superiors why they gave in so easily. nce then, the two sides have always given the ap-earance of bargaining till the last possible moment, merging from the sessions only after "going to the rink." Most often, according, to the mediator, they ave been sitting together for days, sorting out griev-nces, watching television and playing cards, the greement well in hand.

In special cases, make recommendations for settle-ent—Union and management negotiators generally gree that the mediator who injects his personal iewpoints into the negotiations is more effective han the one who sits back and lets the parties do ost of the talking. Some negotiators believe that the ediator should inject his viewpoints—and more: iat he has a duty to make recommendations for set-ement.

lost mediators will not recommend settlement rms unless asked to do so by the parties. Some are ore cautious, saying they will not make suggestions r solution unless they are reasonably certain the arties will accept, even if they are asked.

Generally recommendations deal with specific issues and are presented in the context of "Let's try this on for size." There are circumstances, however, when the mediator should consider making a package recommendation dealing with all issues in dispute. Acceptance of the recommendation by both parties would result in total settlement of the case.

According to William Simkin, former Director of the U.S. Federal Mediation and Conciliation Service, the timing of a package recommendation is normally reserved to the last few hours before a strike, and only after it has become clear that there is no chance that the parties can settle themselves. Sometimes package recommendations are useful when a strike is in progress, has persisted for some time and the prospects for early settlement are dim. Such circumstances are rare.

Given one of these two circumstances, Simkin still would refrain from recommendations unless one of the following four situations were operative:

1. Face saving. Neither party is prepared to make a final proposal, but both will accept the proposal if made by the mediator. Both know the content of the recommendations in advance and both have privately committed themselves to acceptance. However, some combination of pride, face, politics, and awkwardness of retreating from a far-out position make it impossible for one or the other or both sides to retreat gracefully.

2. Division in the ranks. As in the first situation, the parties know the content of the mediator's recommendation in advance, but one or both sides are divided as to its acceptability. If there is a good chance that the mediator's views will help secure strong majority acceptance and if the alternative is a certain and immediate strike or continuance of a prolonged strike, he probably should make the recommendation.

3. Mediator's hunch. In some situations there is no certainty that the mediator's recommendation will be accepted by anyone, but the mediator has a strong hunch that acceptance will be obtained.

If this hunch is accompanied by other factors such as great public significance of the dispute or high cost and long duration of a pending or ongoing strike, he probably should go ahead. According to Simkin, the batting average of U.S. federal mediators in such situations has been good.

4. Narrow the issues. In some cases the mediator is reasonably certain that his recommended package will not be accepted. He is similarly certain, however, that a process of recommendation and partial rejection will substantially narrow the issues in dispute. To make recommendations in such a situation could severely limit a mediator's continuing usefulness in the particular case, but if he can leave the case in better shape for eventual settlement it might be a good move.

If the parties are so far apart that no successful recommendation can be made, and if the mediator believes that a recommendation will only muddy the negotiations and lengthen the dispute, he should not proceed. (William E. Simkin, **Mediation and the Dynamics of Collective Bargaining,** Bureau of National Affairs, 1971, pp. 102-105.)

Simkin, at pages 105-106 of the work cited, made some additional points about recommendations themselves.

> The parties should never be surprised by a recommendation thrown at them without warning.

> Normally, recommendations should not be public recommendations. Rather they should be made privately with the negotiators, and if publicity is desired, the text should be cleared with the negotiators.

> Mediators should not make recommendations as a matter of standard practice. Otherwise the parties would likely key their bargaining strategy to a recommendation rather than normal give and take.

> Sometimes the threat of a recommendation i more effective than the threat of a strike, the par ties having conditioned themselves to the inevita bility of a strike.

One well-known Canadian mediator echoed Sim kin's last point and added his own comment: that th threat of a recommendation was often more effectiv in getting a settlement then the recommendation it self. Sometimes one or both parties comes to believ that the mediator's recommendation will contai fewer concessions than they could gain across th table; so, the threat sends them back to negotiating.

In all, the effective mediator is a disciplinarian, guid ance officer, educator, face-saver, supporter and so for the frustrations of bargainers. He represents th public interest in so far as the public is interested i minimizing labour relations strife, and he represent himself in so far as he gets satisfaction from helpin others. He receives little recognition for his work, ye he is one of the most highly skilled and versatile per sons in today's society. As labour relations develo greater complexity and sophistication the role of th mediator will change. He will have to acquire greate expertise in complex issues and develop more sensi tivity to the fact that the parties to a collective con tract are increasingly responsible to parties outsid the contract—a reflection of the increased inter dependence of our society. **The mediator could be come one of the most important and influentia members of tomorrow's economic environment.**

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ORGANIZATIONS OF THE FUTURE

Y SHIRLEY PLOWMAN

ersonnel managers are now deal-
g with a new concept of man-
ower values in the Post Industrial
eriod (PIP), says Dr. Gordon Lip-
tt, professor of behavioural sci-
nce at George Washington Uni-
rsity. Speaking at the **Annual**
ll Conference of the Public Per-
nnel Association (Ottawa Chap-
r) November 1-2, 1973, Lippitt
ld delegates: **"There are basic**
fferences between people ori-
ted to the Post Industrial Pe-
od, as opposed to the Industrial
eriod (IP)."

Recounting the differences, Lippitt pointed out that in the IP the "Protestant work ethic" was preferred to the "Do your own thing" concept popular today. Contentious matters were "cooled" as opposed to "telling it as it is." Self-reliance was lauded; now interdependency is preferred. Sweat, hard work—and suffering—used to be almost mandatory; now the worker seeks fulfilment and the capacity for joy. In the IP you submerged yourself to meet the company objectives, now you have linked objectives where you add to the company out of the uniqueness of yourself. In the past, company emergencies were treated with a finger in the dyke; now they are anticipated. All work was pretty much standardized, now the emphasis is on innovation.

Although people are no longer stimulated by the old rewards, many organizations continue to offer them. Personnel managers who sincerely want to tune into

Gordon Lippett

the PIP should embrace the new values, the new concepts of power. To do this effectively, the personnel manager must have a clear image of the company's future. He must understand fully the philosophy and value system of the organization. He should encourage constructive dissatisfaction, the "peaceful revolution." Employees should have their say in the selection of company targets, and this would strengthen the psychological contact between the employer and the employee.

The dynamic personnel manager of the PIP must emphasize change; he must experiment, innovate and take risks. This would mean experimenting with new structures and reward systems. The emphasis should be on controlling services rather than people.

In the past, management behavior had little regard for an individual's personality and the effect it had on the work he was doing, but research into human behavior and motivation is changing this practice. **Management behavior must be appropriate to the situation and to the persons in it,** Lippitt said.

Delegates were told by **Hon. C. M. Drury, President of the Treasury Board,** that the introduction of the Public Service Staff Relations Act in 1967 brought about a complete reorientation in employee-employer relationships. He took delegates through the main components of personnel management concerned with personnel policy.

As personnel administrators, he said, they were called upon to educate the managers of the Public Service in their role as administrators of some 80 collective agreements. "Nowhere in Canada are managers involved in the administration of so many collective agreements or asked to deal collectively with so many multiple professional, white- and blue-collar groups," Drury averred. "The experience you have acquired is therefore quite unique in the field of personnel management in Canada."

The Public Service Staff Relations Act permits public servants to strike but there have been only five legal strikes since 1967. Union representatives working with line managers, personnel administrators and Treasury Board officers have arrived at 189 voluntary settlements. Some 31 disputes went on to arbitration for settlement and 25 others were resolved during or after conciliation. **"This means that we, departments and Treasury Board working together have obtained 80 per cent of collective agreements by voluntary settlement and, without the contribution of personnel officers this could not have been achieved."**

Drury foresees a time when flexible hours will be incorporated in the public service structure. "More and more, personnel administrators are finding flextime to be a helpful tool in attracting staff," he said. In some specialized fields there is a shortage of personnel and some of the most qualified persons are married women who have the professional training but whose family responsibilities don't permit them to work a normal 9:00 to 5:00 shift.

The serious shortage of qualified eople in some fields forced us to ecognize that it was better to ave qualified persons for 20, 25 r 30 hours a week than not to ave them at all. As a result, hours f work have been adapted to neet both the needs of the de-artments and these individuals."

ndividuals had largely done their wn career planning in the past, ut now an individual's career as-irations have to fit in with the eeds of the organization. "In the nal analysis, it's the responsibility f management to ensure that ualified people are available to o the work." This responsibility, e believes, is more onerous today ecause complex and diverse pro-rams have increased the demand or qualified people, and the sup-ly is limited. "A Public Service in hich 52 per cent of the executive ategory, 27 per cent of the scien-fic and professional category, nd 37 per cent of the administra-ve and foreign service category re 50 years of age or older can ne-ect this responsibility only at its eril."

Drury conceded there was an ele-ent of risk involved in making a epartment's best performers nown, as it could mean losing nem to other departments. "But uccumbing to this fear is not in ne best interests of the individual r the Public Service as a whole. ood people will move anyway; ut an effective system of man-ower planning can, and will, dentify good replacements."

There should be no conflict, he thinks, between the needs of the Public Service to plan the growth and development of its employees and the aspirations of individuals. "When we, as managers, neglect to make full use of human resources we fail in our professional obligations."

Permanent employment is a myth, and too expensive for today's goals, thinks Herman Smith, a partner in the firm of Smith Caldwell Hickling, a senior executive personnel pool. "You might as well try to grab a revolving door," he said. "Employers and employees alike should treat employment as a revolving door; we are all in a world of temporary employment."

Smith went on to say that "as executives in personnel and as personnel managers, you are given only one thing in life to manage, and that is your career. The executive who points to his quarter-century employees and low turnover has the smile of a nobleman as he watches his serfs joust."

Executives who think this way are cheating themselves out of the excitement of having new blood and new ideas to rejuvenate their organization. The employee who has been on the job, day in and day out, for 25 tired years is too close to the organizational set-up to bring anything exciting or profitable into it. He will be more concerned about simply working to rule, not rocking the boat, giving only what he thinks is expected, or what has been accepted for so many years.

"The history of organization came about through military design and the power of the Roman Catholic Church," he said. "Then we had democracy, bureaucracy, technocracy and now ad hocracy."

In the past, the good employee was a loyal employee because his needs were great in war and later in depression. He was ordered around like a soldier, measured like a machine, rewarded for his behavior. "People today are working to live, not to eat, and they are not as susceptible to the carrot and stick."

Man as a computer equals management by objectives, Smith thinks. "You manipulate some goals out of the guy, turn him loose and measure his input and output. Let's give up. Let's stop thinking that people change. Instead, **adopt a revolving-door policy. Take the employee, use him and release him. And the employee should take the company, use it and leave it.** It is a form of enlightened self-interest. But it will work out to the tremendous advantage of both."

The best organizations are those that change quickly and have flexibility, he says. "Many more employees fire the company than vice versa each year. At first the job and money may seem good, but you make a contract with yourself. If this or that doens't happen . . ."

Permanent employment doesn't allow for time, family, freedom and travel, he said. Most employees would job-hop if they could, but they fear losing their pension. "Wouldn't you like to retire a little bit each day?"

The cost of keeping a permanent employee on the payroll is far greater than getting someone on a straight contract basis. "Consider not only the salaried hours, there is also the security costs, fringes and overheads, vacation, sick leave and severance pay—especially in the private sector, where you have to give six to 12 months notice because the company can't stand the bad publicity. And consider all the time and money wasted before the guy is actually fired. It takes at least three months to decide if the guy isn't functioning. Then you ponder, mumble, discuss and rationalize. Eight months can go by, sometimes three years. He may be behaving well, like a good servant, whether or not he is actually doing anything of real value for the company."

Large engineering companies get people on a project basis, he said. "Stelco allows its top technical people to have outside relationships without worrying about breaking up the company. When you can hire outside people you have a certain advantage over competitors; you can attract high quality people who have the option of working hard for high income and then they can take off to Europe for six months. Companies who make a practice of hiring transients ask them to perform—not behave."

Smith visualizes a future where people will not retire. "Gone will be the days when a man will hang around the same company until he is 65 and the company gives him a plaque for being a good servant and tells him he deserves to rest. He doesn't want to rest. In the future, people of about 45 or younger will take more rest periods—more time off for travel and education. No one will retire."

Unemployment isn't so frightening, Smith thinks, when you realize that you're unemployed 135 hours out of every week. It's not what you do, but what you like to do that makes you valuable to your employer and to yourself.

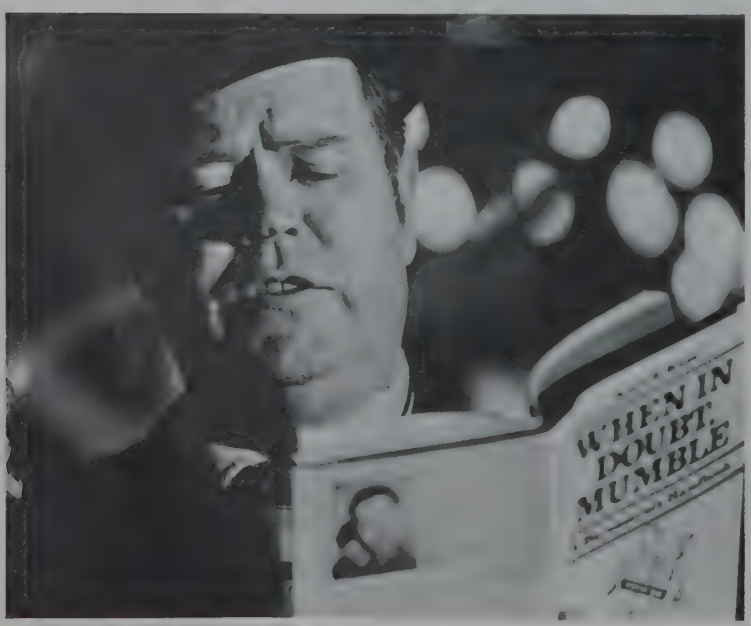
"When are employers going to get on with the essential job of turning people on instead of adjudicating those people they meet at the door? **In the future," he averred, "we'll all have great permanent careers through many, many jobs."**

Another speaker, **Dr. James Boren, author of the best selling book, "When in Doubt, Mumble," uses satire and wit to cut deep into the bloc of bureaucratic yes-buters, nitpickers,** and red tape. "I'm not against the cutting of red tape, as long as it is cut edgewise," he quipped.

Dr. Boren touched uncomfortably upon the platform on which many a bungling bureaucrat has kept himself afloat at the top. "When in charge: ponder: when in trouble: delegate; when in doubt: mumble."

He described fail-safe management as "accepting those things that come from above without question," and fail-safe implementation as "putting things into effect without asking questions."

One hapless Washington bureaucrat, however, was fired because he was a little careless in his appearance. "He hadn't shown up for work for about three years."



James Boren

oderic Gorney addressing the delegates

oren claims that many a top ex-cutive surrounds himself with the ype of person who will protect im from fresh and vitalizing leas. His advice to those who ant to get on with a superior is: Never ask him a question of fact ntil the end of the day. That aves him a chance to look it up vernight."

espite his spoofing of bureau-acy, Boren believes that there re many fine people in bureau-acies. "But their efforts are often nwarted by the yes-buters and ne nitpickers." He hopes that his entle chidings will help prick a ew bureaucratic balloons, and nake top executives aware of the ultifying atmosphere of exces-ve paperwork bound together by ed tape.

The conference ended with a talk by **Dr. Roderic Gorney, associate clinical professor of psychiatry at U.C.L.A.** Averring that out of 21,000 North American "shrinks" he is the only "stretch," Gorney told delegates that this was "the most marvellous moment of time for man to be alive, because for the first time in four million years we have the possibility of having enough for everyone so we won't go around snatching things from each other."

A standard fallacy is that the basic impulse of human beings is competition, he said. "It is not competition, but co-operation. We are all bound together in mutual dependency, and the amount of co-operation we now show to each other is truly phenomenal."

The Advertising Man is doing his worst, he asserted, to try to turn us into commercial creatures and prevent us from enjoying those characteristics of our full selves that we might otherwise enjoy. "It is time to change our psyches and to readopt the ancient virtues," he urged. "To quote Ashley Montagu, human nature is what man **learns,** not what he inherits."

And most important, we have to learn to live with uncertainty. "We can't know all the answers to the universe, but if each of us strives for only a 5 per cent change for the better, our human future can be considered one of hopefulness."

(**Shirley Plowman,** a former member of **The Gazette** staff, is now Program Officer with the Department's Public Relations Branch).

POLITICS PARAMOUNT AT AFL-CIO CONVENTION

BY GEORGE SANDERSON

Nixon Under Attack

Political matters dominated the 10th biennial convention of the American Federation of Labor-Congress of Industrial Organizations (AFL-CIO) to the extent that trade union issues faded almost into the background. The whole tone of the conference, held October 18 to 23 at Miami, Florida, was sharply critical of President Richard Nixon.

In an unprecedented move, 868 standing and cheering delegates unanimously approved a statement by their executive council calling on the President of the United States to resign from office "in the interest of restoring a fully functioning Government." If Mr. Nixon does not resign, the statement said, "we should call upon the House of Representatives forthwith to initiate impeachment proceedings against him." This was the first time in U.S. history that organized labour had formally demanded the resignation of a president. It was also the first time that neither the President nor his secretary of labor was invited to address the convention.

The council's statement spoke of the "incredible actions" that President Nixon had taken "to prevent the full disclosure of evidence related to the Watergate cover-up and other criminal conduct by high government officials." AFL-CIO President George Meany had

George Meany

alled the council into session fol-
owing the firing of Special Water-
ate Prosecutor Archibald Cox and
ne resignations of Attorney Gen-
ral Elliot Richardson and Deputy
ttorney General William Ruck-
lshaus. The action of the conven-
on was reinforced by outraged
rotest from coast to coast. Wash-
ngton was flooded by thousands
f telegrams protesting the Cox
ismissal while talk of impeach-
ient spread in Congress.

The AFL-CIO launched a nation-wide lobbying campaign in November for the President's impeachment. A sharply worded statement was prepared by the leadership for distribution at factory gates, union meetings and for mailing to rank-and-file members. It urged all unionists to write to their congressmen and to Chairman Peter Rodino of the House Judiciary Committee to make them "aware of the need for urgency in voting the impeachment of the President." The AFL-CIO listed 19 reasons for impeachment, most dealing with the Watergate affair and what it considered erosion of confidence in the Government.

What Meany said in his opening address to the convention amounted to a declaration of war on the White House. "This torn and tattered administration has lost the moral authority to lead either at home or abroad," he told delegates. "Never in history has a great nation been governed so corruptly." Mentioning the word Watergate only twice, the AFL-CIO chief recited a list of administrative scandals during the past year and said that Americans have decided "that this Administration has cast a dark shadow of shame over the spirit of America." Meany's harsh words underlined the low point to which relations had sunk between the labor federation and the White House. According to veterans of AFL-CIO conventions, it was the most vicious indictment that Meany had ever made of an incumbent president and his administration.

The 79-year-old labour chief made it clear that he hopes to swing the federation's 13.4 million members toward all-out action to solidify Democratic control of Congress this year because "we need a Congress that has the numbers and the will to override every veto the President can throw at us, to liberate every dollar he impounds." Meany reported that the affiliated unions "are more united than ever before," and that the AFL-CIO's political arm "is stronger and more effective than ever before."

The AFL-CIO's non-endorsement policy in the 1972 presidential campaign, ignored at this convention, may have helped Nixon to win his second term: the AFL-CIO had supported every Democratic candidate for the presidency since it came into being in 1955. Meany claimed that neutrality was the only course because the labour movement had split between Senator George McGovern and Richard Nixon. A year later, the scars of that split are still not completely healed. **The convention upheld the suspension of the Colorado state branch of the AFL-CIO** for disobeying orders and backing Senator McGovern. More serious, not all of the unions that withdrew their financial contributions to the Committee on Political Education (COPE—the AFL-CIO's political arm) have returned their money to the fund. Although the convention avoided the issue of reforming COPE—to give member unions a bigger voice in its decisions—President Meany is expected to make every effort in the months ahead to bring back into COPE all of the unions that withdrew to back McGovern.

Canadian Interests Threatened

The 10th biennial convention reaffirmed the AFL-CIO's concern over the effect of imports on U.S. business and jobs and restated its opposition to President Nixon's generally expansionist trade bill now before Congress. Instead, the **federation is pressing for adoption of the highly protectionist Foreign Trade and Investment Act—the Burke-Hartke bill—and will continue to work for its adoption this year.** The bill would "remove the tax subsidies and other incentives that encourage U.S. companies to establish foreign subsidiary operations," provide for government restraint and regulation on the export of American capital and technology, and establish quotas on imports from all countries.

The Executive Council reviews AFL-CIO positions on domestic issues and international affairs drafted at the federation's 10th biennial convention in Bal Harbour, Florida.

Canadian labour's reaction was predictable. Describing the bill as "infamous," **Jean Beaudry, Executive Vice-President of the Canadian Labour Congress** and a fraternal delegate to the convention, irked some of his American colleagues by warning them that **Canada and other countries would retaliate against the United States in international trade** if the bill becomes law. "If you make it harder for us to sell to you, we will find it next to impossible to buy from you," asserted the CLC spokesman. "The relations between our two movements in North America would also be seriously undermined, if not irreparably strained," he warned. Beaudry said Canadian leaders of international unions are being "roasted" over the likely repercussions that passage of the bill would have for Canadian workers. He told delegates that sharp differences of opinion over policies such as the Burke-Hartke bill are pushing the Canadian labour movement inexorably in the direction of greater autonomy.

Beaudry stressed that the economic interests of Canadians could be "seriously undermined" if the bill is passed. He cited U.S. Department of Interior figures indicating that if the Burke-Hartke bill had been in effect in 1970, it would have cost Canada $3.6 billion in exports. CLC economists estimate that enactment of the bill in 1973 would have cost Canada nearly $4 billion. "The cost in jobs could be astronomical," Beaudry added.

Jean Beaudry

The CLC spokesman warned that "retaliation by foreign countries could cost American industries $11 billion worth of export sales—and eliminate about one million export-related jobs." He also reminded delegates that the United States is Canada's best trading partner. "As far as jobs are concerned, the trade between our two countries is more beneficial to your labour force than to ours. Much of our export trade to you is represented by capital-intensive raw materials. Your export trade to us is largely represented by labour-intensive finished goods."

eaudry conceded that in recent ears Canada has had a favourable alance of payments in merchanise trade with the U.S., but when nvestment returns and other inisible transactions are included, he balance is "vastly in favour of he United States."

He told delegates that a recent U.S. Department of Interior report has provided what many consider to be the most damning evidence against passage of the Burke-Hartke protectionist legislation." The report, he said, shows existing import restrictions cost U.S. buyers $10 to $15 billion in excess costs of goods produced by nefficient protected American industries."

Predictably, Beaudry's plea fell on deaf ears. Although some international unions have indicated that they would seek concessions for Canada under the bill, there was no mention of Canada in the report of the AFL-CIO executive council or in the resolution dealing with the bill. Many American union leaders believe, however, that the bill as it is now drafted is not likely to muster enough support in Congress for passage.

The Economy

The state of the economy and what to do about it was a principal theme of President Meany's address to the convention. It was also the subject of many sections of the executive council's report as well as dozens of resolutions. Meany assailed the Administration's economic policies, citing, as the basis for his indictment, rampaging inflation, 5-per-cent unemployment, high interest rates, and a general weakening of America's competitive position abroad. He attacked the pattern of "greed" running through the Administration's programs, saying that they were geared to making a "fast buck" for the banks, the big corporations and other "fat cats" at the expense of the working man and the American housewife.

"Since the President refused to adopt equitable across-the-board controls," Meany continued, "the sooner controls end, the sooner the free economy returns, the better off workers will be." Though he demanded that President Nixon "take the shackles off wages—the only part of the economy stringently controlled for more than two years," he made it clear that he and the two other AFL-CIO representatives had no intention of leaving the Government's labour-management advisory committee.

As for foreign policy—where Meany once admired Nixon—the AFL-CIO chief now finds "complete stupidity in the conduct of our foreign affairs, especially with reference to the Soviet Union." He ridiculed the President's policy of detente with the U.S.S.R. and pointed to the war in the Middle East as "a good example of how detente is working." He accused the Administration of being motivated by "the self-interest of profits" in deals made with the Soviet Union regarding wheat and other commodities.

State of Unionism

In one of the rare moments of public debate, a resolution was proposed to study the twin **problems of how to boost trade union membership and how to settle the numerous jurisdictional** disputes between unions. Many think that more should be done to woo white-collar workers, but the majority of the AFL-CIO leadership regards the task of organizing as a waste of money that could be better spent on existing members. Despite a gain of about 230,000 in the past two years, the AFL-CIO membership continues to lag behind the increase in the size of the labour force. Only 26.7 per cent of the work force was organized in 1972 compared with 35.5 per cent in 1945.

Jerry Wurf, President of the State, County and Municipal Employees, proposed that the AFL-CIO establish a commission to investigate the "state of unionism" in the country. Its principal objective, he argued, would be to suggest methods of overhauling the entire trade union structure, including union mergers. As Wurf sees it, the present 113 AFL-CIO unions should be consolidated into perhaps 20 or 30 large unions. The immediate reaction of the AFL-CIO leadership, however, was strongly negative.

William Usery

The leadership also turned down the idea of appointing a commission to study jurisdictional problems, partly because it believes it is already taking adequate steps. The executive council voted to appoint William Usery, head of the Federal Mediation and Conciliation Services, to run its new and powerful Department of Organization and Field Services. Usery, outstandingly successful as the Administration's top labout-management trouble shooter, may be able to use the same skills to pry warring unions apart. He has not stated publicly what he plans to do about organization, but it is reported that he favours mergers with smaller unions and would like to bring in unions currently unaffiliated with the AFL-CIO. Usery's appointment as head of the department that will co-ordinate all the field activities of the federation, makes him the third most powerful official in the AFL-CIO. Lane Kirkland, the Secretary-Treasurer, is second in line to Meany, who dominated the convention and showed no sign of retiring. He has been the federation's only President since the merger of the AFL and the CIO in 1955. From the ovation he received as he was overwhelmingly voted President for the next two years, any opposition to him is clearly still embryonic.

Equal Rights

The AFL-CIO finally reversed its position on the Equal Rights Amendment—designed to end discrimination on the basis of sex—and agreed to campaign actively for passage of the measure. At its previous convention two years ago, the federation opposed the amendment on the grounds that it would nullify state and local laws protecting female employees from harmful working conditions and economic exploitation.

An important factor in changing the AFL-CIO's attitude was the action of unions such as the United Auto Workers, the Amalgamated Meatcutters, and the Communications Workers that each have a woman vice-president. Moreover, unions with large female memberships, including the International Ladies' Garment Workers' and the Amalgamated Clothing Workers, have dropped their opposition to the amendment, conceding that it would not compromise state and local laws.

Passage of the Equal Rights Amendment would add a new article to the U.S. constitution that would read: "Equality of rights under law shall not be abridged or denied because of sex." A resolution drafted by the American Newspaper Guild called it "precisely the kind of clear statement of national commitment to the principle of equality of the sexes under law that working men and women and their unions can use . . . to eliminate employment discrimination against women." The amendment has been passed by Congress and must now be ratified by the states. Thirty have endorsed it, with eight more needed for ratification.

The AFL-CIO decided to amend its own constitution to include the word "sex" for the first time. Article II, Section 4 now reads: "To encourage all workers without regard to race, creed, **sex,** national origin or ancestry to share equally in the full benefits of union organization."

ALIENATION IN THE QUIET FACTORY...

BY CLARE BOOKER

Every day thousands of alarm clocks, clock radios and answering services drag one-half million white-collar workers from their beds on to jam-packed roads and public transit systems that carry them off to a day's labour in the cement canyons of downtown Toronto. How many of these people really want to go to work?

Despite cries to the contrary, **most people in our society want and need to work.** Problems arise, however, because the nature of most work in a modern, industrial society is so alienating that people try to avoid it by taking sick leave or arriving late, thereby giving the impression that they don't like work. In the words of French author Albert Camus, "without work all life goes rotten, but when work is soulless, life stifles and dies." In a similar vein, journalist Sidney Katz, pointed out in **The Toronto Star** that young people are not opposed to labour as such. More specifically, **they dislike working at a job where, in their view, the end product of their employer is without social value. Moreover, they find it difficult to fit into a work environment where hours are rigidly set, where bureaucratic procedures are strictly followed."**

There is also abundant evidence, Katz said, that young people will work diligently for long hours at low pay, at tasks they regard as valuable.

We all need to feel a respect for what we are doing, to feel that we are making a valid contribution to social progress. The success of volunteer organizations, LIP and OFY projects seems to suggest that they are filling many of these needs. Look at the amount of labour, paid and voluntary, that goes into election campaigns, service organizations, arranging rock concerts and film festivals and other "cultural" events. In speaking to representatives of Canada Manpower, I found the number of people wanting to work in LIP and OFY projects outnumbered the jobs available.

Clare Booker

A sense of self-worth is integral to all human functions. Consequently, **employers must be able to see beyond job performance,** to appreciate the personal qualities that a worker brings to his or her job—honesty, diligence, compassion and personal integrity. The feeling that one is integral to success, whether in formulating policy and concepts or in carrying them out, is important.

In his book, **White Collar,** C. Wright Mills articulates the cry of 500,000 Canadian workers who have no interest in their jobs. He says:

Alienation in work means that the most alert hours of one's life are sacrificed to the making of money with which to "live." Alienation means boredom and the frustration of potentially creative effort, of the productive sides of personality. It means that while men must see all values that matter to them outside of work, they must be serious during work: they may not laugh or sing or even talk, they must follow the rules and not violate the fetish of the "enterprise." In short, they must be serious and steady about something that does not mean anything to them, and moreover during the best hours of their day, the best hours of their life.

In his analysis of modern society, Karl Marx also explored the notion of the alienated worker. He defined alienation as powerlessness, meaninglessness, isolation, and self-estrangement, all negative concepts in our society. To be full members of society with all privileges, people must be involved, make a meaningful contribution and be in control of their lives. If people are found to be lacking in any of these, they lose the respect of others and respect for themselves.

How does the job of a secretary meet with these requirements? A secretary works for one or more men, performing tasks such as typing, dictation, filing, placing phone calls, and making appointments. In each case, these tasks are initiated by a person other than the secretary, a person who is in a superior position that allows him to judge job performance—the secretary's performance. The secretary is, in effect, little more than a powerless robot. Her role goes no further toward fulfilling the requirements of self-worth and thereby combatting alienation.

The secretary in most cases is the "office wife," the "helpmate." "Why, I couldn't get along without my girl, she makes the best coffee in the office." Michael Korda states in **New York Magazine:** "It is hard to define your identity as a working person when you begin each workday with a domestic act, providing a second breakfast for someone you're not even married to or living with, as if anything to do with food and drink were by nature women's functions."

The career of a secretary in private industry is tied to that of her boss. If he gets a promotion and a bigger office, so does she, although not the usual salary increase that goes with it. And this phenomenon is not restricted to the private sector but also pervades our government service. Recent newspaper reports tell of complaints from secretaries in the public service that they are regarded as no more than "chattel." And what else can a person be called who is paid according to the rank of the man she works for and not the quality or quantity of her work; or a secretary who receives no further promotions because her boss has gone as far as he can go or because he leaves the public service and she no longer has anyone to follow up the promotion ladder (ties between secretaries and bosses being formed at an early level).

As "chattel," the secretary sits outside the boss' office. She must be neat and attractive in appearance and well-dressed, for her boss has a certain position to maintain. As a representative in full view of the public, she must look busy at all times. If a secretary is not busy, then people may think her boss can't be doing any work and if he's not doing any work, he must be expendable as is his secretary and her job.

Being a secretary is a 9:00 to 5:00 role. She comes to work, does what is requested and asks no questions. Michael Korda quotes an executive who says he wants a girl with no back-talk: "because she can't afford to get fired. I don't want to know her opinions. I just want her to handle things for me."

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vhen she was away on holiday.

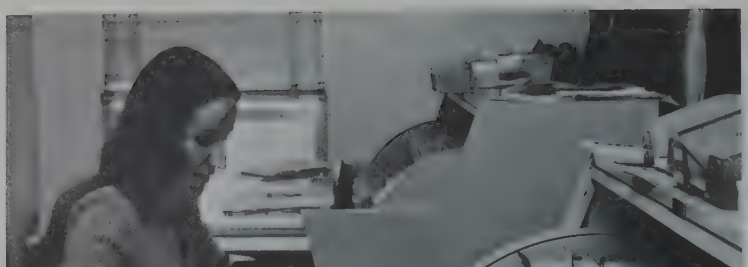
Increasingly "workers often cope with work problems and discontent . . . by resorting to alcohol and drugs, to violence, to delinquency and to suicide," **The Globe and Mail** has reported. And the ultimate escape to leave the job altogether and find work that contributes to a feeling of self-worth, as many people are doing with LIP and OFY projects.

As reported in the U.S. Department of Health, Education and Welfare report **Work in America** released in Washington in December 1972, concern about the issue of worker discontent is spreading in the business community. Drawing once more from **White-Collar,** we see that: Management effort to create job enthusiasm reflects the unhappy unwillingness of employees to work spontaneously at their routinized tasks; it indicates recognition of the lack of spontaneous will to work for the ulterior end available; . . . these are underlying reasons why the Protestant ethic, a work compulsion, is replaced by the conscious efforts of Personnel Departments to create morale.

How is this morale created? The most obvious method is higher salaries, which in turn give employees more money to spend on entertainment and less time to spend thinking and complaining about their jobs. But this method has its limits, since certain economic differentials must be maintained between clerical workers and administrators and executives.

A second method is the use of job titles. In the case of dissatisfaction in a steno pool, management will often try to break up the pool by assigning the secretaries to a particular man or men. In the case of a secretary already working for one man, they can give her a new job title, such as Senior Secretary, Secretarial Assistant, Administrative Assistant, all of which imply an increased prestige. But like an increased salary, the aura wears off and the secretary soon realizes that she is doing the same old things, with just a new name.

Many companies try to get their employees to participate in company activities such as a staff association or bridge club to make them feel more a part of the organization. Some corporations offer



more vacations to give their employees more time away from their work and to decrease their alienation. Companies are even sponsoring group charters to make it less expensive for their employees to take vacations. The four-day week is another device used by companies to allow their employees more time away from work. However, the longer workday quite often means that the employee becomes tired and needs that third day to recover from working 10-hour days.

By far the best and newest device being tried by companies is the "flexible work week." Some companies in Europe allow their employees to come to work and to leave whenever they want as long as the work is done and they still work an average of 35 hours a week. In North America this idea is being tried in another fashion. The employee can decide what time he would like to start work within a 7:00 a.m. to 9:00 a.m. period and to leave 7½ hours later. This has been happening in Toronto, in part to relieve the stress on public transit. But what does this do to the employee. Does it give him a sense of freedom? Not much. He or she is still tied to the desk for a set period every day whether there is work to do or not.

These methods, individually or in combination, can only provide a stopgap, for they still do not solve the basic problem of "being at home at work." In the **Financial Post,** April 2, 1969, Frederick Herzberg said that: "deep personal satisfaction can come only from the work itself, not from salary, supervision or even good fellowship."

U.S. Senator Charles H. Percy in an article entitled "The Decent Society" states that: "the generation now emerging ... is less interested in getting ahead than in getting involved; it wants to contribute to society's welfare, not merely its own ... Corporations can no longer stand aside from society's most urgent priorities and expect to satisfy the ambitions of young men and women who place idealism ahead of materialism."

"Involvement" is a possible answer to the loss of respect and to the resulting alienation described above. If the worker is involved in the decision-making process, he is in control, no longer powerless. He has the option of making the decision "yes" or "no" for himself. The process of involvement is not going to do away with the "drudge" jobs, for they will always exist. But it does mean that they will have a sense of purpose and that through involvement, the clerical worker may see the end result and her own contribution to it. Thus fruitless rationalization becomes unnecessary if the secretary knows why she is doing a task and has been part of its definition.

It is personal involvement talents that can end the schizophrenic existence of "making a living" and "making a life." For only when the two are joined and work is for the improvement and benefit of life will they become one, and the alienated worker will be no more.

(Clare Booker is currently employed by the Canadian Labour Congress. After three years at the University of Toronto, where she was actively involved in student politics, Ms. Booker worked as a white-collar organizer for the Canadian Union of Public Employees and then as secretarial assistant to Stephen Lewis, leader of the Ontario New Democratic Party. Ms. Booker's particular interest lies in the social and political ramifications of work both for the employee and for society.)

THE DAVID ARCHER STORY: PARALLEL OF LABOUR'S OWN

Y JACK WILLIAMS

he mere recital of the facts of labour history can, and often does, de a very human story of the ruggle of the labour movement Canada, from its barely-breathg infancy to a mature place in day's social structure. David rcher, President of the Ontario ederation of Labour, is one of the dividuals whose life illustrates mething of what went into the uilding of the movement. A conrsation with him not only prodes the flavour of earlier times, ut also points up some of the milarities, and some of the difrences, over a span of years.

rcher has a Scottish background. rn in Edinburgh in 1912, he me to Canada as a young child st after World War I. His family d left the pinch of postwar nemployment in a small Scottish ining community. In Toronto he, e many others, left high school a youth and went job hunting. e found work first in a bakery d later in a textile mill.

The social consciousness that is characteristic of him today was apparent at an early age, and he sought to express it through membership in a long-forgotten organization, the NYAC's (New Youth Association of Canada), which was the predecessor of the Co-operative Commonwealth Youth Movement, associated with the CCF. Archer was one of the early leaders in the CCYM.

It was through a strike at a tannery on Toronto's Eastern Avenue that he had his first contact with the labour movement. This was about the time the CIO was making its appearance in Canada through Local 222 of the United Auto Workers at Oshawa. Archer met Charles Millard, who later became Canadian director of the United Steelworkers; Hugh Thompson, a UAW organizer from the United States; and Fred Dowling, later Canadian director of the United Packinghouse Workers.

David Archer

"These were men destined to become leaders of the labour movement in Canada, but none of us realized it then," Archer says.

"I was rather left-wing and a fight was raging politically about the United Front—against war and fascism, and later for peace and democracy. I became very interested and when a big May Day parade was held in Toronto, the CCF laid down an edict that members were not to participate because it was communist-sponsored. Some of us did participate: Bill Dennison (until recently mayor of Toronto) and others who belonged to the left-wing faction; it becomes rather humorous now. We were expelled from the CCF for marching in the parade, but we weren't out for long."

It was at this parade that Archer met his wife, Doris, who was to become a personality in her own right in the Canadian labour movement, and whose untimely death a few years ago deprived the movement of one of its most active women members.

Archer explains the meeting this way:

"I had worked laboriously on a big banner. It read: 'More blood, more bonuses; more deaths, more dividends.' It sounds pretty cliché-ish now; but as a youngster it looked good to me. The Communist Party got a couple of the best looking girls in the Young Communist League to carry the banner, and one of them was Doris. After the parade I asked her to go to a show with me. She soon quit the Young Communist League, much to her father's dismay, and joined the CCYM with me.

"I was out of work so I took a job with the CCF as a general organizer at $10 a week, except most of the time they didn't have the $10. Graham Spry was my boss and he got $15, but they seldom had the $15 either."

As a young man Archer travelled about Ontario raising funds for the Committee to Aid Spanish Democracy during the Spanish Civil War, the money being used largely for the blood transfusion service organized by Dr. Norman Bethune. Archer's father-in-law was a barber and ran what was known as "The Little Red Barber Shop" on Toronto's Danforth Avenue. There Hugh Garner, the Canadian writer, signed up for service in the MacKenzie-Papineau Battalion that served in the Spanish Civil War.

When economic conditions improved, Archer was again able to get regular work, but because of his union activity the jobs usually did not last long.

"There wasn't any kind of protection so I got fired," he says. "I ended up at the Ontario Silk Knit, where we immediately formed a union. I was the president, even though I was a foreman. Jimmie Garfinkle, now a Toronto labour lawyer, was treasurer. Henry Weisbach, who is now a senior member of the OFL staff, was shop steward. We joined the Textile Workers' Organizing Committee (CIO) and went on strike for recognition of our union. The strike petered out and we lost.

"That was about 1940-41. I had tried to enlist in the army in 1939 but they turned me down as medically unfit. By 1941 the test of whether or not you were accepted for service was very different. They were no longer just looking for five-foot-ten fellows; they just felt your brow to see if you were warm."

Archer met that criterion, but his military career was brief. He developed an ulcer and after a gastrectomy he was discharged. On the invitation of Millard, he went to work for the Canadian Congress of Labour as an organizer, and later transferred to the Textile Workers.

"We had trouble in the Textile Workers," he recalls. "We broke away to form an independent organization, and this has some bearing on what is happening today. We felt we could do better with a purely Canadian organization; but it was a dismal failure. Arthur Williams (at one point a CCF Member of Parliament) was the president of this Canadian Textile Workers and I was the secretary-treasurer. It wasn't long before we went to the States to see the Amalgamated Clothing Workers, who were supposed to be angling the Textile Workers' Organizing Committee of the CIO. I guess I was one of the few persons belonging to a Canadian union who asked an international to, for God's sake, take us over. I thought I was right, and I still think I was right."

Then there was a period with the United Packinghouse Workers, running a strike at the Canada Packers plant in Peterborough, and after that a job with the Retail, Wholesale and Department Store Union.

Archer continued to have a strong enthusiasm for politics; but he is a man of few illusions.

"About this time I went out to Alberta to try to help the CCF get elected," he explains. "When I got there they had a farmers' government. When I left the Social Credit was firmly in the saddle. I wasn't very successful."

He was still identified as somewhat of a radical. There was the occasion which has been identified, in somewhat exaggerated terms, as "the free speech riots of Toronto Beaches."

Archer gives this description:

"We had been told we would be allowed to make speeches in a certain part of the Beaches. The trouble was that there weren't any people in that part and we decided the ball park would be a much better place to express our views. The police decided otherwise. We started to speak but we were soon taken away. I still remember the opening words of my speech, they were the only words I got out. I said: 'We should tell these Cossacks to keep their bloody hands off the members of our class—' And at that point I disappeared from the scene.

"During the Depression we tried to stop evictions. A number of us were arrested for opposing sheriffs. On one occasion we placed a flag on the verandah and put all our children out there, while we locked ourselves in the house. As the police charged the children sang God Save the King. It didn't take them long to trample on the flag and get the children out of the way. Then one policeman put his foot through a window, cutting his leg. My father-in-law—five-foot-two and weighing 110 pounds—was given a month in jail for biting a policeman."

When the Ontario Federation of Labour was formed as the provincial branch of the Canadian Congress of Labour, Archer became its executive secretary. He was also, at various times, executive secretary, and later president, of the Toronto Labour Council.

Now he looks back on those years from a smartly furnished office in the $4,500,000 office building which the Ontario Federation of Labour owns in the modern Don Mills area of Toronto. One of the Federation's tenants is a chartered bank; its neighbours include some of the country's largest corporations. The struggling organization of the Depression days now boasts a membership of well over three-quarters of a million men and women.

And how does Archer consider himself in these circumstances, and in the light of a somewhat colourful background?

"I would still like to think I'm a radical. I'm sure there are some—my own kids—who don't think so; but I would like to think so. I'm certainly still a Marxist. That was my training. After school I kept going to night classes. I probably attended more classes at the university than somebody who got his degree. There wasn't anything else to do, and it kept you out of the cold.

"Perhaps I'm not as adventurous a radical as some of the younger people seem to be. I have a feeling that many of them will grow out of that; and, of course, every day you see some people who were very vocal in their radicalism showing up in the most peculiar places—right-wing places, if you can use that term any more.

"I'm afraid that testing your radicalism or your militancy in 1930 terms is a very silly thing to do at this stage. It's a very mixed-up situation we find ourselves in, it's much more complex. I don't believe there is a right and a left; I think you go around in a circle, and if you go far enough to the left you meet the right."

Archer's experiences of past years are still reflected in his public declarations. For example, this, from a recent statement:

"It has only been through sacrifice that trade unionists have achieved any of the benefits they enjoy today under union contracts. Benefits that are still denied most working Canadians except where, through union pressure, legislation has been enacted to provide minimum protection.... We of the trade union movement have often been cast in the role of constant complainers.... As trade unionists, we like to think the individual has certain inalienable rights and that the systems and procedures of government are basically designed to safeguard those rights. So we will continue to protest when such agencies of government tread on the pride and dignity of men and women."

As senior officer of a large organization, recognized as the spokesmen for unions in the most highly-industrialized part of Canada, Archer faces the difficult task of accommodating his militancy to the everyday responsibilities of his position.

"I could have a field day taking off after the Premier and the Minister of Labour, and not having a good word for anyone in a government position," he says. "Sometimes in a convention you have a very vocal delegate taking the floor and demanding to know just what you have done and why you are not more militant. And then the next day that very same delegate may be on the telephone asking if you can help get a government conciliation officer into a strike situation, or asking you to try to arrange a meeting with the Premier. It's easy to be a rabblerouser; but it destroys your credibility, and, I think, your usefulness as an officer of the Federation."

An important part of Archer's activities has been related to labour legislation. He has been a member of the Ontario Labour Relations Board since 1948. He thinks labour legislation tends to lag behind the times.

"In Ontario, particularly, I think the labour legislation is too static; and, frankly, I think the Ontario Labour Relations Board is much too bound by precedent and just doesn't understand what is going on in the industrial field today," he explains.

"Almost every place in the world is trying to give expression to some kind of workers' voice, as they call it in Europe, some worker participation in decision-making. This doesn't seem to have hit Canada at all, and the United States very little, apart from the recent humanism cry of the United Auto Workers. Our employers seem to be as reactionary, and as bent on management rights and maintaining those rights as they ever were, and the Government seems still to believe that all these rights belong to management, unless they are modified by law or prohibited by agreement.

"The federal Government has moved a little bit away from this in view of the Woods' Report, and I think perhaps the NDP governments in the western provinces are experimenting; but there is nothing in Ontario."

Discussing frequently-heard suggestions for the adoption of voluntary arbitration, Archer is sensitive to the dangers of nomeclature:

"The word 'arbitration' has become a four-letter word; you just can't discuss it. If we talk about 'final settlements,' then I think it is true that it is being discussed. Here in Ontario, and elsewhere, legislation prohibiting strikes during the term of an agreement was adopted much against the wishes of the trade union movement. This was looked on as a most serious curtailment of the strike weapon.

"Now, while they don't like it, they seem to have accepted it. More recently, of course, there is the suggestion that, because of the tremendous technological changes taking place, it should be permissible to strike on these issues which could not be anticipated at the time the agreement was reached. The federal Government has taken that position, and I notice the new British Columbia legislation does something about it. Ontario has done nothing.

"I think we have to keep looking at new ways and means; but basically our labour relations are an adversary procedure, and they will remain that way. Discussions are difficult because, as far as the word 'arbitration' is concerned, it arouses more heat than light. While the labour movement has pretty well accepted the idea of finding some form of final settlement during the life of an agreement, it is not ready to have the agreement itself imposed by a third party, and there is assistance in this position from the Canadian Manufacturers' Association."

Archer sees the whole field of labour-management relations and bargaining becoming much more complicated as a result of the growth of multinational corporations.

He puts it in these terms:

"The multinational companies are the greatest problem—one might say threat—that faces the trade union movement; or, if you want to put it in left-wing terms, the workers of the world. The rise and power of these multinationals has put them almost beyond the control of individual states. I don't have the answer; but certainly it is not to crawl back into the security of the womb, as some of the Canadian unions are suggesting. There is room for Canadian unions, particularly in the public service, and may be in some other areas. But this is not an answer to the challenge of multinational companies."

Archer has deep feelings regarding what is often described as labour's social responsibilities. The biographical sketch provided by the Ontario Federation of Labour demonstrates his personal involvement in an extraordinarily wide range of activities. They include membership in: the executive of the Ontario Economic Council; Board of Governors of York University; advisory committee, Business Administration Department, Ryerson Polytechnical Institute; Board of Directors, Toronto Symphony; Board of Trustees, United Appeal; Board of Governors, Toronto Arts Foundation; Board of Directors, St. John Ambulance; and The Prime Minister's Advisory Committee on Economic Policy.

"I've never been a business trade unionist," Archer says with some vigour. "If that was all the union was, then it wasn't for me. I really wanted to change the world, and I still do. I suppose if I were a Communist I'd raise hell; since I'm a socialist, I want to lower heaven, as J. S. Woodsworth used to say.

"I think the trade union movement is doomed if it doesn't assist those less fortunate than itself, and those who are not in the trade union movement. I think this is why we have to take political action, to make transfer payments better and to change legislation in a way that will open the doors of our unions to some of those people who are now precluded through tough legislation. I think it would be good if they could better their conditions by their own efforts, rather than simply being the beneficiaries of government largess; and I'm not talking about work ethics or anything like that. They need organization and militant action, the experience would do a lot for them."

The President of Canada's largest provincial labour organization is able to back up his theories with examples of concrete actions.

"Our Federation is giving considerable assistance to the Anti-Poverty League. We intend to go down and have a good look at the situation concerning immigrant fruit pickers in southwestern Ontario. We want to see what we can do to assist them. Considering that they are largely Mexicans, and not Canadian nationals, and that they are only in the country for two or three months, I doubt whether the traditional union structure will fit their needs. But we are willing to send people and spend money in an effort to see that they at least get minimum protection, rather than the exploitation they have now.

"We have been co-operating with the senior citizens and we sent a commission across the province investigating their conditions and talking to them—asking them what they want, not telling them. We are certainly going to do more of this sort of thing.

"Over the past three or four years our Federation has tried to activate the community Labour Councils. We have a full-time person servicing them. We placed their representatives on our Executive Council and we finance their attendance at meetings. We offer to assist them, financially or otherwise, in projects that gain our approval. The Labour Councils, at the community level, are the non-commissioned officers of the labour movement, and unless you get them working you are not effective."

The Ontario Federation of Labour, with its 750,000-plus members, is larger than any national labour organization was a few years ago. Yet Archer is an ardent advocate of a strong national organization. By virtue of his OFL office he is a Vice-President of the Canadian Labour Congress. While he feels some changes are necessary in the structure of the Canadian labour movement, including allocating greater responsibility to provincial organizations, he is emphatic that the situation is not one of competition or rivalry between the OFL and the CLC. Any changes that come will be the result of an amicable agreement.

"I think we have to be looking at our structure all the time if we are going to keep pace with what is happening in the outside world," he said. "This is vital to the whole future of the labour movement."

This is the sixth article in a series on Canada's top labour leaders. Jack Williams was formerly Public Relations Director of the Canadian Labour Congress and, from 1970 until his retirement in 1972, was editor of the CLC magazine, **Canadian Labour.**

THE ILO EXAMINES JOB PROSPECTS AND WORKING CONDITIONS IN THE TEXTILE INDUSTRY

Loss of jobs by textile workers and the effects of new textile machinery on the health and safety of employees were among the topics discussed by the International Labour Office's **Textiles Committee** at its meeting in Geneva in September. The two-week session—the first in five years—was attended by government officials, labour and management representatives from 28 countries.

Under the chairmanship of Moses Owor, Labour Commissioner of the Uganda Ministry of Labour, delegates studied safety and health in the textile industry, and the role of textiles in expanding employment in developing countries. Owor told delegates that questions facing the textile industry today include maintenance of the real value of wages, the principle of equal pay for work of equal value, job enrichment, environmental control, and the matter of workers' participation in management.

Speaking about health and safety in the industry, he said: "New types of machinery may be creating new problems or intensifying old ones such as high-frequency noise levels and mental strain. Although a multitude of different shift-work systems requiring abnormal attendance times can be found in the industry today, comparatively little knowledge appears to be available as to the degree of biological stress that they induce in a worker. Similarly, when deciding which of the alternative methods should be used

fabric processing, the effect on he health of the workers should e considered as a major factor in aking the final choice."

eviewing recent developments in he textile industry, a general re-ort prepared for the meeting ated: **"Working conditions in everal textile undertakings re-ain unsatisfactory:** each year any textile workers become in-ected by 'brown lung', a tradi-onal disease of this industry; the oise levels of many textile ma-hines can cause permanent dam-ge to the hearing of any worker ho is exposed to them contin-ally—not to mention damage to he nervous and endocrine sys-ems, the digestion and the cir-ulatory system—and some of the ewer machines that have re-ently come into use in the indus-y have even higher noise levels han the older ones . . . The wide-pread recourse to shift work and he operation of ever-faster ma-hinery combine to cause nervous ress for many workers."

The committee stressed that **provisions for the protection of the health and safety of textile workers should keep pace with technological change,** and that legislation dealing with all aspects of industrial health and safety should be brought up to date frequently. It called for closer collaboration between governments, employers, workers and their representatives to prevent accidents and occupational diseases.

One of the main hazards of the textile industry is related to lifting, carrying and moving loads. The committee said national laws should take international labour standards into account when maximum weights for carrying are being set. Since the risk of fire in the textile industry is high, electrical installations should be inspected regularly and workers should be adequately trained in fire-prevention and fire-fighting procedures. "It is highly desirable that efforts should be made with the help of the ILO to establish suitable threshold levels for the maximum acceptable concentration of textile dust," the committee said.

Commenting on the problem of noise, which it described as one of the most serious occupational risks in the textile industry, the committee observed: "Although a considerable amount of advanced technical and medical information is available on the problem of combatting noise, there are still no international standards regarding the maximum tolerable level of noise." The committee believes that the ILO should take appropriate steps in the near future to establish acceptable international norms. It called also for adequate inspection services to check systematically the application of health and safety regulations in all countries.

Reviewing the employment situation in the textile industry, the general report prepared for the

meeting noted that expanding international trade in textiles has greatly sharpened market competition, forcing many firms out of business and causing thousands of workers to lose their jobs. While booming international trade in textiles has brought significant employment opportunities to developing countries, it has severely curtailed the number of jobs in industrialized nations. "A generous and deep world concern about the employment problems of developing countries needs to be matched by full recognition of the serious damage done to workers and investors in industrialized countries where import regulations ... are changed for the benefit of others. This implies that there should be substantial public financial assistance to textile workers and firms injured by measures of import liberalization."

Stressing the need for fair labour standards everywhere, the ILO report observed that countries able to compete in quality, design, and price "should not be free to exploit sweat labour." Echoing this view, the Committee stated that "the question of creating employment that permits humane conditions of life and works is indispensable, and safeguards for workers should not be allowed to be sacrificed to other motives." It said that steps must also be taken to ensure that workers displaced by automation retain their incomes and purchasing power—a particularly serious problem in countries offering few alternative jobs.

Resolutions adopted by the Textiles Committee call on the ILO to:

- create a program of activities for the textile industry that would lead to international guidelines in such matters as income security and protection of textile workers from the effects of market instability;
- study the extent to which children are employed in the textile industry in member nations, and promote research on the physical and social effects of night work on women;
- ensure that the Committee's findings are transmitted to employers' and workers' organizations, and that such organizations are consulted before information is sent to the ILO concerning the industry;
- include the textile industry among sectors to be studied in reviewing the social effects of the activities of multinational corporations.

The committee is one of eight created by the ILO to help improve working and social conditions of persons employed in major world industries. (Articles on the petroleum and forest industries appeared in **The Gazette** in July and November respectively).

G.S.

NEW WORLD—NEW OPPORTUNITIES—NEW SOLUTIONS: CHAMBER OF COMMERCE ANNUAL MEETING

ew World—New Opportunities—ew Solutions was the **theme of e 44th annual meeting of the nadian Chamber of Commerce,** ld in Winnipeg last September to 26. More than 750 delegates ended from across Canada.

nel discussions were held on w social and economic priorities, new marketing realities and w challenges and opportunities cing business. Speakers included W. R. Carrothers, President of e University of Calgary; W. Earle cLaughlin, President and chairan of the Royal Bank of Canada; Senator Maurice Lamontagne; Manitoba Urban Affairs Minister Saul Miller; Senator S. L. Buckwold of Saskatchewan; Dr. Mark MacGuigan, Parliamentary secretary to Manpower Minister Robert Andras and William Ladyman of Toronto, international Vice-President of the International Brotherhood of Electrical Workers.

Dr. MacGuigan told the delegates that **increases in the labour force up to 1980 will require** the creation of **250,000 new jobs a year,** as Canada's labour force is expected to reach 11 million in 1980 from the present eight million. An **increasing proportion of women in the work force will present a challenge** for the next decade, he said, as will productivity, the work ethic and job satisfaction. Women will account for about 50 per cent of the total growth of the labour supply by 1980, said MacGuigan, requiring **changes in attitudes toward women and the reduction of barriers** that women face in their hunt for jobs.

Industry and government are placing more **emphasis on professional qualifications for managerial staff,** he said, making new employment opportunities for people in this category. But it also means the prospects for post-secondary graduates in the 1970s are not as bright as they were during the 1960s.

The Department of Manpower and Immigration is developing a **systematic labour market information centre as a basis for manpower planning and counselling,** MacGuigan told the convention. The Department sees the 1970s and beyond as a time that belongs to the individual, who in turn will be more highly educated and who will have a different set of values.

Mr. Ladyman said the **best medicine for job dissatisfaction is higher wages.** Behaviorists have been trying to sell a flurry of job enrichment programs as if they were headache remedies and a panacea for productivity problems. But the basic remedy is more money, suggested the IBEW Vice-President.

Surveys show **job discontent is more prevalent among young workers,** diminishing as the workers get older. The surveys show also **dissatisfaction decreases as income rises,** according to Ladyman. Construction workers, among the highest paid of all blue-collar workers, are at the top of the contentment scale. He gave the example of the collection of New York City garbage. A few years ago there was a **shortage of workers willing to do the hard, dirty job,** he said. When the pay was raised to **$10,500** a year, **there was a waiting list of people wanting to be garbagemen.**

John A. Paré of Montreal, President of O.D. the management consultant firm of Strategies, Ltd., said on a panel discussion that **the work ethic is not dying but is undergoing transformation.** The expectancy level about work is changing and workers do not want to be bored. He urged corporate executives to put more job satisfaction into jobs to meet rising employee expectations.

Management and labour leaders will have to "break out of the **obsolete power structure** which divides the work world between those who plan and control and those who execute; between those who decide and those who can merely protest," explained Paré.

John E. King

The 1974 executive of the Canadian Chamber of Commerce was elected at the Winnipeg convention. **Incoming President is John E. King of Toronto,** Vice-President of public affairs for Texaco Canada. Incoming **first Vice-President** of the Chamber is **E. R. Olson of Lanigan, Saskatchewan,** general manager of Alwinsal Potash of Canada. **Second Vice-President is Paul Ouimet of Montreal,** director and Vice-President of Hydro-Dynamics of Montreal.

T. S. W.

FEDERATIONS OF LABOUR CONVENTIONS

NTARIO

demand for a complete over-ul of Ontario's labour legisla-on to provide workers with oader rights was made at the th annual Ontario Federation of bour convention, held in To-nto from November 12 to 14. A ajority of the 1,400 delegates, presenting more than 750,000 embers, approved a 17-point ogram for revised labour legisla-on calling for **broader rights for cketing and demonstrations, the mination of compulsory arbi-ation in hospital disputes,** the **rtailment of police activities in rikes and the outlawing of in-nctions in labour disputes.**

e delegates heard spokesmen om the Canadian Union of Pub- Employees (CUPE) in Ontario y that **hospital strikes, banned law, will occur unless the hos-tal employees get a better deal than Toronto hospitals have of-fered.** Thomas Edwards, CUPE national representative who bargains for hospitals, called on affiliated unions to help gather a petition of 100,000 names asking for a repeal of the Ontario Hospital Disputes Arbitration Act, which bans hospital employee strikes. He described the Act as being designed for management rather than to aid the workers, and said workers who are discharged for union activity must prove they are not guilty of misdemeanors "trumped up by the employers" as reasons.

Delegates approved a 10-point program on employment standards. Its main points included a minimum hourly wage of $3 with periodic adjustments; a maximum eight-hour day, five-day week; voluntary overtime; a ban on Labour Department permits allowing more than the maximum working hours; paid vacations of two weeks after one year of service, three weeks after five years and four weeks after 10 years; severance pay of 2 per cent of earnings for each year of service and stronger penalties, including jail terms, for employers repeatedly violating the Ontario Labour Standards Act.

The Ontario Labour Relations Act also was criticized. Focus of the complaints was **on the difficulty of organizing in small plants and among service workers and office employees,** where union officials say employer pressure has its greatest effect. The Labour Council of Metropolitan Toronto said that in many cases "employers blatantly violate the principles of the Act, sneering at the **penalties so petty that employers merely regard them as token costs to maintain a non-union shop."**

Donald MacDonald

An OFL policy statement proposed that the Ontario Government establish a **Prices Review and Control Board** with power to investigate food pricing and to stop or roll back price increases in cases where there is evidence of excess profits. Also recommended was a **new Department of Consumer Affairs,** independent of corporate affairs and with powers to investigate as well as authority to enforce decisions that will protect consumers. The policy paper called for **product package standardization; escalator clauses in all social welfare programs;** the development of a **more equitable redistribution of income and a guaranteed annual income;** the **abolition of the recent sales tax increase** to 7 from 5 per cent; and **the abolition of property taxes on homes.** The statement also **reaffirmed labour's opposition to across-the-board wage and price controls.**

Donald MacDonald, President of the Canadian Labour Congress, told delegates to develop **greater militancy at the bargaining table.** Stronger efforts are needed to win wage increases that will not only match price increases but also increases in productivity. Pressures should be exerted by labour to raise minimum wage standards and to incorporate full escalator provisions to protect low-paid workers.

Real basic wage rates under collective agreements have shown no improvement during the past year, MacDonald said. While the average base rate increased by 8.5 per cent during the year ended last September, the cost of living increases matched that figure.

"To put it bluntly, **the organized worker of this country has ended up with nothing but a big zero,**" MacDonald declared. MacDonald also accused Canadians of becoming **"numb, devoid of any social conscience" concerning the country's unemployed.** Continuing high unemployment can only be explained by consistent gross mismanagement of the economy, he maintained; he said Canada's unemployment rates are a shocking contrast with those of other industrial countries that have fewer natural resources. Canada's unemployment rate has been higher than the rate in the United States, France, West Germany, the United Kingdom, Italy and Sweden during the last five years, he said. To rectify this, **Canada "needs an expanding economy on a stable basis, and that objective will never be attained by the stop-and-go policies of Ottawa,"** he said.

vid Archer, OFL President, eaking in an interview before e convention, **said the Ontario partment of Labour needs a mplete shake-up and should be sed from the minor-status level which it has been relegated.** ving the department is failing ntario labour, Archer criticized bour Minister Fern Guindon as owing little about labour and d none of his senior staff mem- rs have trade union experience.

legates received copies of a **nior citizens' task force report.** e study was sponsored by the L and conducted by Moses cKay, 71, a retired member of e United Auto Workers. It was dertaken to provide initiative ong trade unions and their embers toward improving the es of Canada's 1.8 million per- ns 65 and older, of which 0,000 live in Ontario. Among the port's recommendations are the ension of health service cov- ge to include dental care, pres- ption drugs, eye glasses and aring aids; provision by the On- io Government of a pension supplement, similar to the one given in British Columbia, so that pensioners eligible for federal old age security and guaranteed income assistance would receive a monthly minimum income of $200; the setting-up of a special Commons committee to study increases in old age pensions and the guaranteed supplement. The report also urged unions to seek to have all union-negotiated pension plans under joint union-employer administration; and it proposed the vesting of pensions after five years service instead of after 10 and at age 40 instead of 45.

MANITOBA

The 19th annual Manitoba Federation of Labour convention was held October 26 to 28 in Winnipeg, with 400 delegates and observers from 179 local unions, five labour councils and five joint councils attending.

Manitoba Labour Minister A. R. Paulley told the convention that labour must take the lead in getting together with employers to settle labour disputes without strikes. The right to strike should be voluntarily suspended in labour's own interest in strikes that affect the economy, he suggested. There is an increasing tendency for workers to be blamed for troubles caused in strikes, he said, and there is only one solution to prevent this happening.

"Labour must take the lead to get together with employers to work out their own ways of settling disputes without strikes. It does not matter what procedures are adopted . . . All that matters is that it works," said Paulley.

"It is better for labour and management to work out the solution rather than have compulsory arbitration forced on them or have the strike banned outright. I ask you to remember that I am not advocating an end to the strike under any circumstances. I believe every worker has the right to strike . . . I am suggesting that, as the responsible leaders of organized labour in Manitoba, you are going to have to make a decision vital to you and the labour movement in this province," Paulley declared.

He was aware of a strong feeling by many North American labour leaders, including AFL/CIO President George Meany and William Mahoney, Canadian Director of the United Steelworkers, that there had to be a better way than strikes of settling labour disputes. The United Steelworkers in the United States have banned strikes in the steel industry, he said. Strikes that disrupt the economy and hurt innocent bystanders who are not involved have become too expensive a luxury.

H. L. (Len Stevens, Prairie region supervisor for the United Steelworkers of America, was re-elected Federation President for a fourth term. Other members of the new executive are: J. H. Wilford of the Canadian Food and Allied Workers; R. J. Henderson of the Canadian Union of Public Employees; William Iverson of the Bricklayers, Masons and Plasterers' International Union of America; and William Reske of the International Brotherhood of Electrical Workers.

NEWFOUNDLAND

Labour leaders at the 37th annual convention of the Newfoundland and Labrador Federation of Labour (NFL), held October 17 and 19 in Corner Brook, **criticized the Newfoundland Government's proposed Public Service Collective Bargaining Act** and called for its repeal.

Opposition against the bill was led by representatives of the Canadian Union of Public Employees (CUPE). John McMillan, CUPE director, said he opposed a section of the bill that gives the Newfoundland Cabinet the right to proclaim a state of emergency during a strike and order any group of public employees back to work if it believes the strike is injurious to the health or safety of the province's residents or to its security.

McMillan told delegates that CUPE would defy the legislation if it becomes law because it denies freedom of collective bargaining to public servants. He said 35 to 40 per cent of all hospital workers will be designated "essential" and will lose the right to strike. Predicting that in the event of a strike the Government would designate another 35 to 40 per cent as "essential," he asked what justice the remaining 25 to 30 per cent would get. Tom Mayo, CUPE Newfoundland representative, said the Act would make Newfoundland hospital workers second-class citizens and that the Act would be defied.

Another section of the proposed Act that drew criticism at the convention would require a public employee union to hold a vote among its membership in the event of a new wage offer from government, regardless of size. McMillan said this means that if in any dispute the employer offers one cent more or one extra paid holiday, then a secret ballot of the membership is needed. The negotiating committee would not have the power to say "no," he stated.

The convention delegates de feated a resolution moved b CUPE to condemn NFL Presider Art Kelly and the Canadian Labou Congress. The condemnation ha been moved because of their di regard of the jurisdiction of CUP and its contribution to the Cana dian labour movement; it orig nated from the decision of th CLC to accept three provinci public service organizations—in cluding the Newfoundland Asso ciation of Public Employees—as a filiates. CUPE had opposed th affiliation of the Newfoundlan Prince Edward Island and Alber Public Service Organizations be cause it believed the CLC ha granted it jurisdiction over provin cial employees.

The CLC had postponed last Jun any decision to accept the appl cations from the three provinci unions, but had accepted the three months later. CUPE, th CLC's largest affiliate, with 182,00 members, had threatened with drawal from the CLC if the provin cial unions were accepted; but has not yet done so.

The CUPE motion of condemna tion mentioned NFL President A Kelly because, in his capacity as member of the CLC executiv council, he had voted against th CUPE position on the affiliation the provincial groups.

One resolution passed by th delegates called on the New foundland Government to requi the Labour Relations Board to giv due recognition to any illegal ac tivity on the part of an employe by way of interfering with the se lection or formation of a trad union. The motion called on th Government to allow for prose cution of employers where it deemed necessary and to give au tomatic recognition to a union application when the employer in terferes.

ther resolutions passed include
ıe asking for provincial legisla-
ɔn restricting overtime to eight
ours a week; the extension of
ollective bargaining rights to
art-time workers; amendments to
e human rights code to clearly
efine the concept of equal pay
r equal work; and the removal of
gislative discrimination between
oup and other sickness or disa-
lity wage-loss indemnity plans.

ITISH COLUMBIA

ıe resignation of its secretary-easurer and a resolution urging e Canadian Labour Congress to ght "vigorously" for autonomy r all Canadian locals of interna-ɔnal unions were highlights of e 18th annual British Columbia deration of Labour convention, ctober 29 to November 2 in Van-uver.

ıe resignation of Ray Haynes, cretary-Treasurer of the Feder-ɔn for the last eight years, oc-rred on the first day of the con-ntion and came as a surprise to ɔst of the 700 delegates. Haynes ted mental, physical and emo-ɔnal exhaustion caused by his ɔ as among the reasons for his signation. He was succeeded by n Guy, Federation Second Vice-esident.

ting his $18,500 a year job as in-easingly "demanding and ex-usting, mentally, physically and notionally," Haynes, 45, said he ɔpes to "scratch out enough of a ing" as a Vancouver Island re-rt owner.

Ray Haynes

Len Guy

Len Guy, 50, President of Local 226 of the International Typographical Union since 1960, has been with the B.C. Federation as a vice-president or executive council member for the past 10 years.

The resolution calling for more Canadian union autonomy asked the CLC to take six steps to: **Guarantee Canadian control over Canadian finances, negotiations, terms of collective agreements and decisions on strike action; establish the right of affiliates to have Canadian conventions,** elect all Canadian officers and decide all policy matters; **ensure that no international union grants or revokes Canadian charters** against the wishes of the Canadian membership; **ensure that there are no obstacles placed in the way of the development of co-operative working arrangements** considered necessary by the Canadian membership; **guarantee that mergers or affiliations that are necessary in Canada are not frustrated by international constitutions;** provide a constitutional structure establishing that Canadian sections of international unions would enjoy full functional autonomy while associating freely and equally with their American counterparts.

Other resolutions passed at the convention include one asking for a West Coast labour leader to be placed on the joint six-member labour-management advisory committee to the Unemployment Insurance Commission. The delegates also approved a resolution urging all Federation affiliates to adopt efforts to reduce hours of work to combat unemployment as a priority of collective bargaining.

BOOK REVIEWS

CHILD LABOUR A RESPECTABLE CRIME

Sweatshops in the Sun (Child Labour on the Farm) by Ronald B. Taylor. Beacon Press, 1973, Boston. Published in Canada by Saunders of Toronto Limited.

BY JOHN BANK

Nine-year-old Bobby Jordan awoke at five o'clock in the morning in Turner, Oregon. He put on his levis and a torn, red shirt and left to spend 10 hours picking raspberries in unshaded fields. In Findlay, Ohio, Odulia Limon, 10, had already begun her 10-hour day, picking tomatoes for a small grower who supplied the Campbell Soup Company. A French-Canadian family with six children had started another 11-hour day digging potatoes in Aroostock, Maine. The youngest child, Donna, aged 10, had received $3 the day before, for her daily output of 10 barrels.

These youngsters are among 800,000 children—one quarter of the agricultural labour force of the United States—who work on farms, often in violation of the law. The author, who is a reporter for the **Fresno Bee,** has written about the California rural scene for two decades. Although his new book limits its scope to American agriculture, it also explodes the myths that are used to justify child labour in both Canada and the U.S.

Last August, a report from the Canada Department of Manpower and Immigration accused some southwestern Ontario fruit and vegetable growers of using immigrant child labour, and of forcing migrant workers to live in "indescribable squalor." The report declared that farmers are fattening their profits "on the sweat of little children." Responding to the report, Canadian Agriculture Minister Eugene Whelan said: "You never see a tool and die maker in the city taking his kid to the fac tory and getting him to hold th blowtorch. But it's part of the farm heritage to put children to work— and Canadians would pay a hell o a lot more for their food if i wasn't."

Taylor writes of child labour, used to subsidize both grower and con sumer, as a fact of farm life. Wha he says applies with equal force t the Mexican family unit in Ontario agriculture, or the Black migran family in Florida.

"Children work in agriculture be cause of the need to supplemen their parents' earnings, and be cause compulsory school attend ance laws are not enforced. They also work, however, because thei parents have no other place fo them during their own work hours. A third factor is that some employers prefer children a workers."

Child labour on the farm is, o course, as dangerous and exploit ive as the use of children in facto ries, coal mines and cotton mill nearly a century ago. But farmer tend to romanticize about child labour on the farm. The Council o California Growers wrote in poetic prose: ". . . many farm worker fam ilies consider it their right to take their own children with them . . (into) a shady orchard or vineyard the fresh cool environment of coastal lettuce field, or a lush to mato field on a summer day. Some of these families consider it a ba sic freedom to allow their children to learn at an early age whatever values there are in earning a living . . ."

Eleanor Eaton, Rural Affairs Direc tor of the American Friends Ser vice Committee, challenged th value-of-money myth. "How doe the migrant child learn the valu

f work when he sees his parents
nd brothers and sisters work long
ours, six days a week—or sit
round the fields waiting for
ork—and still there are only
eans for supper?"

aylor's account of the death of a
ne-year-old boy, whose lungs
ad been destroyed by pesticide
oisoning, in a New Jersey tomato
eld provides reality therapy for
e romantic. Jimmy Brooks died
the Philadelphia Children's
ospital of chemical pneumonitis,
lung disease caused by pesti-
des. Taylor goes to the heart of
e controversy over the boy's
eath, cutting through cover-up
ports by state officials, by inter-
ewing the boy's father. The in-
rview is typical of the way Taylor
ts farm workers tell their own
ory.

The airplane come over six
mes—four times from north to
outh. He (the pilot) was spraying
block of tomatoes, the wind was
owin' our way." "By the time
mmy got over to us, the pilot
ade two more passes right across
e north end of the cucumber
eld, and we all had to duck
own, you know?"

Could you feel the spray? See it?"

'eah, you could sure feel it and
e it. Just like somebody throw
a bucket of water and it come
own on you." Ann, the 14-year-
d daughter, had joined us at the
ble and had been listening. "We
ould see it, too; it was the colour
the milk there, but a bit more
ellow. I'll show you what was in
" She came back in and handed
e a piece of paper on which the
hiladelphia doctor had written
ree words: Malthion, Servin, and
aneb. These are common farm
emicals. Two are pesticides that
tack the nervous system, and
ne is a fungicide.

With his customary disciplined, investigative reporting, Taylor interviewed many migrants—Mexican-Americans, poor whites, and Blacks—in fields and orchards across the U.S. The interviews have the same raw poetry as Oscar Lewis's books on the culture of poverty, and they include the testimony of experts: law enforcement officials, doctors, government agents, and educators.

In the state of California, there are only 12 State labour-law investigators to handle all criminal violations of labour-law including child-labour violations. One of the investigators revealed his deep frustration at the impossible task. Even when an investigator discovered violations, and took the guilty employers to court, the fines were absurdly small. For example, an illegally employed teenager was pulled into an ice crusher and killed. His employer was given a $30 fine. A labour contractor pleaded guilty to working 37 children in a garlic field, and he paid a $65 fine.

Farmers were excluded from the provisions of the Fair Labor Stan-

dards Act, 1938, that outlawed child labour in industry in the U.S. An amendment to the Act in 1966 provided for some child labour restrictions in agriculture. Children were forbidden to be engaged in dangerous farm labour—like spraying pesticides and driving tractors—and they were not permitted to work on farms during school hours. But these laws are rarely enforced and hardly sufficient. A recent effort to pass the Agricultural Child Labor Act, H.R. 10499, proposed by Congressman James O'Hara of Michigan, has been defeated by the powerful agri-business lobby.

Violations of existing State and Federal laws against child labour on the farm are not taken seriously—it is a respectable crime. A California farmer said: "It don't hurt kids to pick a few peppers out there, or a few grapes. It's against the law, I realize; but hell, they been doin' it for years!"

Taylor's book probes other ironies of the system. By a cruel paradox, the farm workers and children who pick the fruit and vegetables that heap the tables of Americans and Canadians have little food for themselves. Doctors interviewed by Taylor attest to the fact of widespread malnutrition and disease among migrant farm-worker children. They have discovered serious cases of malnutrition, including evidence of growth retardation, rickets and marasmus. Doctors have even discovered early symptoms of kwashiorkor, a gross form of malnutrition normally found only in third-world countries. Yet farm workers are often denied participation in federally-funded welfare, food stamp, and school-lunch programs.

Taylor also interviews educators who point to the vicious circle of failure in the school system. Compassionate educators see the discrepancy between the billions of dollars given to farmers in direct subsidies and agricultural research, and the meager monies allotted to the education of migrant children.

As a native Californian, Taylor has written about Cesar Chavez since the charismatic Chicano leader began his movement to organize farm workers in the San Joaquin Valley in 1962. The author argues convincingly that the need for child labour is rooted in economics. He sees the contest between the farm workers and their employers as essentially "an economic power struggle"—one in which the farmers' economic and political power have prevailed up until now. But Taylor has seen the power of organized farm workers grow and begin to force changes in agri-business that were improbable a decade ago. By ending his book on the topic of the building of a farm workers union, it appears that Taylor believes the end to child labour in agriculture will come when workers win wages sufficient to make child labour unnecessary.

In 1795, Thomas Carlyle wrote "The great law of culture is: let each become all that he was created capable of being, expand if possible to his full growth, and show himself at length in his own shape and stature, be these what they may." Against the silhouette of a child stooped in a field, agri-business stands devoid of culture.

Rev. John Bank, a Roman Catholic priest, has been an organizer for the United Farm Workers (AFL-CIO) for more than five years, and is the Director of the Quebec grape and lettuce boycott.

RICE INDEXES

NSUMER, OCTOBER

e consumer price index for nada (1961=100) **rose 0.3 per nt to 154.3 in October from .9 in September,** and was 8.7 cent above the level for Octo- 1972. Food prices declined 0.3 cent, but the level of prices for items other than food ad- nced 0.6 per cent with the main ntributors being an increase of per cent in the clothing com- nent and 0.3 per cent in the using component. The health d personal care index rose 1.0 cent and that for recreation, ucation and reading increased per cent. Transportation prices vanced slightly, on average, 0.1 cent and no change was re- ded in the index for tobacco d alcohol.

The food index declined 0.3 per cent to 169.7 in October from 170.2 in September as the price level of food for home consumption declined 0.7 per cent, outweighing an advance of 2.1 per cent for food consumed away from home. The decline in the food at home component was attributable to lower prices for beef, pork, fresh fruit, beverages and some dairy products. The index for meat, poultry and fish declined 2.8 per cent—registering its first downward movement since last May. Retail price levels for beef and pork in October averaged more than 5 per cent lower than in September, contrasting with a 2.4 per cent rise in poultry prices. Since October 1972 the index for meat, poultry and fish increased more than 28 per cent. Poultry advanced about 48 per cent, pork more than 28 per cent and beef almost 24 per cent. Between September and October, egg prices recorded their first decline since March, decreasing 2.3 per cent but were still retailing almost 50 per cent above the October 1972 level. Fresh fruit prices, which normally decline at this period, decreased 5.8 per cent; in contrast, fresh vegetable quotations rose 8.7 per cent. The index for dairy products declined 0.6 per cent because of reductions in fresh milk and powdered skim milk to which government subsidies are applicable. Prices for cereal and bakery products rose 3.1 per cent, continuing their advance of recent months. Margarine prices rose more than 8 per cent and increases were recorded also for shortening, salad oils and dressing.

Beverage prices decline—tea and soft drinks retailing at levels slightly below those of October 1972. Between October 1972 and October 1973, the food index advanced 16.8 per cent with the price of food consumed at home increasing 16.7 per cent and that for food away from home by 17.0 per cent.

The housing index rose 0.3 per cent to 154.9 from 154.4 in September as a result of increases of 0.4 per cent in the shelter component and 0.2 per cent in the household operation component. Within shelter, the home-ownership element advanced 0.5 per cent, and rents rose 0.2 per cent. Among household operation items, fuel oil prices increased, on average, 0.6 per cent as increases were recorded in a number of Quebec, Ontario and British Columbia cities. Furniture prices advanced 0.4 per cent and the level of prices for floor coverings, linen and tableware also increased. The household supplies index advanced 0.7 per cent as most items surveyed registered increases. Between October 1972 and October 1973, the housing index advanced 6.7 per cent.

The clothing index advanced 2.0 per cent to 142.3 from 139.5 in September, and was 5.9 per cent above its level of a year ago. Women's wear prices rose 3.6 per cent and men's wear 2.0 per cent, partly because of higher quotations for some items of outer wear and partly because of the discontinuance of September sales of certain non-seasonal apparel. The children's wear index advanced 1.4 per cent, but was still 3.3 per cent below its level of a year ago. An increase of 0.5 per cent in the footwear index was attributable to higher quotations for men's, women's and children's shoes. The piece goods index rose 0.3 per cent.

The transportation index advanced 0.1 per cent to 139.7 from 139.6 as an advance in the private transportation component outweighed a decline in the public transportation element. A rise in gasoline prices amounting on average to 0.7 per cent, was mainly responsible for an increase of 0.2 per cent in private transportation. Motor oil prices also advanced in some locations. The public transportation component declined 0.5 per cent as a downward movement in the train fares index outweighed some higher inter-city bus fares. The transportation index was 4.2 per cent higher than a year ago.

The health and personal care index advanced 1.0 per cent to 159.3 from 157.8 in September because of higher prices for dental care in most cities surveyed. It was 5.4 per cent above its level of a year ago. Pharmaceutical prices rose 0.3 per cent as increases were recorded in prescribed and non-prescribed medicines. In the personal care category, prices of toiletry items advanced, on average, 0.2 per cent.

The recreation, education and reading index rose 0.4 per cent to 147.8 from 147.2 in September as increases were recorded in all major components. The index for education rose 1.5 per cent in response to higher driving lesson fees in several cities; an increase of 0.9 per cent in the reading element resulted from increased newspaper subscription rates in Winnipeg; and the recreation component rose 0.1 per cent. In the twelve months ending October 1973, the recreation, education and reading index rose 5.3 per cent. In October 1973, the tobacco and alcohol index was unchanged from its September level of 136.6 and was 2.8 per cent above its level of October 1972.

Consumer price movements, reclassified by goods and services, offer another view of the incidence of price change. Between September and October, the total goods index advanced 0.3 per cent, with the main impetus coming from semi-durable goods that rose 1.8 per cent mainly because of higher clothing prices. The index for durable goods increased slightly, 0.1 per cent, mainly because of higher furniture quotations. The component for non-durable goods declined 0.1 per cent as lower food at home prices offset increases for most other non-durable items. The services index rose 0.4 per cent as increases in the shelter, health and recreation elements outweighed a decrease in transportation services. In the twelve months to October 1973, the total goods index advanced 10.7 per cent and that for services 6.4 per cent.

TY CONSUMER, SEPTEMBER

tween August and September, **nsumer price indexes rose in all gional cities and city-combina-ns.** Increases ranged from 0.1 cent in Montreal to 1.4 per nt in Thunder Bay. Food indexes vanced in all cities except Mon-al and Quebec, reflecting her prices for meat, poultry, ry products, bakery and cereal oducts, eggs and food eaten ay from home; fresh produce ms were lower in price in all es. Housing components rose all cities mainly because of in-ased tenancy and home-own-hip costs and higher prices for niture, appliances and house-ld supplies. Clothing increased all cities because of higher ces for footwear, men's and men's outer wear, and in-ased charges for laundry, dry aning and shoe repairs. Trans-rtation rose in all cities, reflect-higher prices for gasoline and omobile repairs. The remaining mponents registered mixed vements.

Regional consumer price index point changes between August and September were, on the base 1961=100: Vancouver +1.8 to 144.4; St. John's +1.7 to 144.8; Saint John +1.7 to 144.4; Edmonton-Calgary +1.5 to 145.0; Winnipeg +1.4 to 145.2; Halifax +1.2 to 143.4; Saskatoon-Regina +1.1 to 138.9; Ottawa +.6 to 149.5; Toronto +.6 to 146.8; Montreal +.2 to 142.8. On the base 1969=100: Thunder Bay +1.6 to 119.2; Quebec City +.3 to 117.1

WHOLESALE, SEPTEMBER

The general wholesale price index declined to 400.0 in September, 0.7 per cent below the August figure of 402.7 (revised), but 27.4 per cent higher than the September 1972 level. Four of the eight major group indexes were lower, and four advanced.

The animal products group index declined 4.9 per cent on price decreases for animal oils and fats, fresh and cured meats, hides and skins, and livestock. The vegetable products group index fell 1.2 per cent on lower prices for potatoes, vegetable oil and its products, onions, and milled cereal foods. Textile prices rose 5.1 per cent with increases recorded for raw cotton, cotton yarns, miscellaneous cotton products, cotton fabrics and worsted yarns. An advanced of 1.1 per cent in the non-metallic minerals products group index reflected price increases for asbestos, asphalt, coke and plaster.

Since September 1972 the following advances were recorded by the major group indexes: vegetable products 63.0 per cent; animal products 30.8 per cent; textile products 25.4 per cent; non-ferrous metals 24.5 per cent; wood products 14.4 per cent; iron products 11.3 per cent; non-metallic minerals 9.9 per cent; chemical products 7.3 per cent.

LEGAL DECISIONS

Release on Pension not Arbitrable

(Bell Canada v. Office and Professional Employees' International Union, Local 131, Supreme Court of Canada, May 30, 1973, CLLC, 14, 170)

On December 31, 1970, a Bell Canada employee lodged a grievance under Article 8 of the company's collective agreement with his union, claiming that he had been **dismissed without sufficient and reasonable cause.** Article 8 limits the company's power to dismiss or suspend by stipulating that it be "for sufficient and reasonable cause". In reply to the grievance **the company contended that the employee had not been dismissed but had been retired under its pension plan.**

Although the employee had been retired on April 10, 1970, he did not file his grievance until December 31, 1970. At the hearing before the Arbitrator, the Company argued that the matter was not arbitrable—**but the Arbitrator ruled that the retirement was a form of dismissal** covered by article 8 of the collective agreement and was therefore arbitrable. Bell Canada then appealed to the Ontario High Court and Ontario Court of Appeal, but the arbitrator's decision was upheld at both levels.

The issue in the appeal was whether Bell Canada, having retired one of its employees in accordance with the provisions of its pension plan, must go to arbitration on a grievance that described the employee's retirement as dismissal.

Mr. Justice Judson with whom Martland, Ritchie and Spence, J. J., concurred said that:

Article 8 of the collective agreement reads that "the Company may dismiss or suspend an employee for sufficient and reasonable cause," which cannot possibly be read as "dismiss, or suspend, or retire on pension." There is a distinction, and **until the words, "retire on pension" appear in article 8 of the collective agreement, there can be no basis for the arbitrator's decision. Dismissal, suspension and retirement on pension are three different and distinct concepts.**

The arbitrator's decision was quashed on grounds that under article 15 (3) of the collective agreement, he had no power "to alter or change any of the provisions of the agreement, or to substitute any new provisions for any existing provisions thereof, or to add any new provisions, and in reaching his decision he was bound by the terms and provisions of the agreement."

In finding that the employee was dismissed the arbitrator erred in law and his decision was made without jurisdiction under the collective agreement.

STATUS OF INDIAN WOMAN MARRIED TO NON-INDIAN DISPUTED

The Attorney General of Canada/Jeannette Vivian Corbiere Lavell, Supreme Court of Canada, August 27, 1973 (from the Transcript of the Court).

The Supreme Court of Canada, in a five-to-four decision handed down on August 27, 1973, declared that an Indian woman registered under the Indian Act relinquished her status as an Indian under Section 12(1)(b) of the Indian Act when she elected to marry a non-Indian.

The respondent, Mrs. Lavell, contended that s.12(1)(b) of the Indian, Act, R.S.C. 1970, Chapters 1-6, was inoperative by virtue of S.1(b) of the Canadian Bill of Rights, 1960 (Can.) c.44, since it denied her equality before the law. Under s.12(1)(b) of the Indian Act, a woman who marries a person who is not an Indian is not entitled to be registered unless she is subsequently the wife or widow of a person who is entitled to be registered under s.11(1)(f) of the said Act.

Speaking for the majority, Mr. Justice Ritchie of the Supreme Court of Canada said that, in his view, there could not be any doubt that whatever may have been achieved by the Bill of Rights, it was not effective to amend or in any way alter the terms of the British North America Act and it was clear from the third recital in the preamble that the Bill of Rights was intended to "reflect the respect of Parliament for its constitutional authority" so that wherever any question arises as to the effect of any of the provisions of the Bill, it was to be resolved within the framework of the B.N.A. Act. It follows, said Mr. Justice Ritchie, that the effect of the Bill of Rights on the Indian Act could only be considered in light of the provisions

s.91(24) of the B.N.A. Act, hereby the subject of "Indians d lands reserved for Indians" as assigned exclusively to the gislative authority of the Parlia- ent of Canada.

ction 6 of chapter 6 of the Stat- es of Canada, said Mr. Justice tchie, was first introduced in 69, and it provides:

That any Indian woman marrying y other than an Indian shall ase to be an Indian within the eaning of the Act, nor shall the ildren issue of such marriage be nsidered as Indians within the eaning of the Act. Provided also, at any Indian woman marrying Indian of another tribe, band or dy shall cease to be a member the tribe, band or body to hich she formerly belonged and come a member of the tribe, nd or body of which her hus- nd is a member, and the chil- en issue of the marriage shall long to their father's tribe only."

differentiating this case with e Drybones case (The Queen v. rybones, (1970, S.C.R. 282), Mr. stice Ritchie said that the Court ld that in Drybones the issue uld not have been construed d applied without exposing In- ans as a racial group to a penalty respect of conduct as to which e Parliament of Canada had posed no sanctions on other nadians who were subject to nadian laws regulating their nduct.

that case, he said, the Court ld also that the provisions of ction 94(b), as it then was, uld not be enforced without inging about inequality between e group of citizens and another d that the inequality was occa- ned by reason of the race of the cused.

It was his opinion in the Drybones case, an individual was denied equality before the law when it was made an offence punishable at law on account of his race for him to do something which his fellow Canadians were free to do without having committed any offence or having been made subject to any penalty.

But in the Lavell case, he had difficulty in understanding how it could be construed that any sections of the Indian Act, except s.94(b), were inoperative by the Bill of Rights. In his opinion, the Drybones case had no relevancy to the Lavell case, since it was in no way concerned with the internal regulation of the lives of Indians on reserves or their right to the use and benefit of Crown lands thereon, but rather deals exclusively with the effect of the Bill of Rights on a section of the Indian Act creating a crime with attendant penalties for the conduct by Indians off a reserve in an area where non-Indians, who were also governed by federal law, were not subject to any such restriction.

It was his opinion that the fundamental distinction between the Lavell case and that of Drybones is that the impugned section in the Drybones case could not be enforced without denying to a racial group equality of treatment in the administration and enforcement of the law before the ordinary courts of the land, whereas no such inequality of treatment between Indian men and women flows as a necessary result of the application of s.12(1)(b) of the Indian Act. The Bill of Rights therefore was not effective to render inoperative legislation, such as s.12(1)(b) of the Indian Act, passed by the Parliament of Canada in discharge of its constitutional function under S.91(24) of the B.N.A. Act to specify how and by whom Crown lands reserved for Indians were to be used.

In dissenting, Mr. Justice Laskin, who spoke for Justices Hall and Spence, said that, unless the Court was to depart from the principles of the Canadian Bill of Rights as laid down by the said Court in Regina v. Drybones, the appeal should be dismissed. He had no disposition to reject what was decided in Drybones; and on the issue of prohibited discrimination as catalogued in s.1 of the Canadian Bill of Rights, it was, in his opinion, impossible to distinguish Drybones from the case before the Court. If, as in Drybones, discrimination by reason of race makes certain statutory provisions inoperative, the same result should follow as to statutory provisions that exhibit discrimination by reason of sex.

The issue focus on s.12(1)(b) of the Indian Act, which was held by the Federal Court of Appeal to be inoperative, since it disentitled a woman to register as an Indian if she marries a non-Indian.

In the Drybones case the gist of the judgment laid in the legal disability imposed upon a person by reason of his race when other persons were under no similar restraint. If, for the words "on account of race," were substituted the words "on account of sex" the result should surely be the same where a federal enantment imposes disabilities or prescribes disqualifications for members of the female sex that are not imposed upon members of the male sex in the same circumstances.

To say that a differentiation on the basis of sex was not offensive to the Canadian Bill of Rights where that differentiation operates only among Indians under the Indian Act was one that compounds racial inequality even beyond the

point that the Drybones case found unacceptable. In any event, taking the Indian Act as it stands, as a law of Canada whose various provisions fall to be assessed under the Canadian Bill of Rights, that laws of Canada should operate without discrimination by reason of sex, could be ignored in the operation of the Indian Act. Section 12(1)(b) effects a statutory excommunication of Indian women from this society but not Indian men.

Mr. Justice Abbott also wrote his dissenting views in which he agreed with Mr. Justice Laskin that the appeal should have been dismissed.

DISPUTE OVER FLEXIBLE WORKING ARRANGEMENT

(Northern Electric Co-Ltd. v. United Automobile, Aerospace and Agricultural Implement Workers' Union, Local 1535, Ontario High Court, July 14, 1972, CLLC 14, 154)

The employees, who were represented by three unions, were interested in having an extended vacation at Christmas, 1970, pursuant to which the employer and unions entered into an agreement in writing whereby the employees would work on certain days that were set aside to make up for the time that they would lose by reason of the extended vacation.

The agreement was made in September 1970, and on November 3, one of the unions went on a legal strike. The employer thereupon gave notice to the other two unions to the effect that November 7, which was one of the dates that had been set out in the agreement as the day on which they should work, should now be disregarded.

A grievance was filed by the two unions in which they claimed that the company had violated Article 10 of the collective agreement, and they asked that all employees who were scheduled to work on Saturday November 7 should receive full pay and all other benefits to which they would have been entitled had they worked on that date. On submission to arbitration, the union's position was upheld.

In quashing the award, Mr. Justice Grant said that it was apparent that the Arbitrator, purportedly acting under Article 10 of the agreement, regarded the action of the employer as layoff. Ordinarily, one finds in this type of agreement a definition of the word, "layoff" but there was no definition in the agreement in question. Consequently, one must look at the facts surrounding the case to ascertain **whether or not it was an actual layoff.** It was the court's opinion that the arbitrator erred as a matter of law in finding that the situation that had developed and the action on the part of the employer in giving the notice it did on November 3 amounted to layoff.

The fact that the employer did not permit all the employees to go back to work on November 7 was not a matter of its own choice, nor was it brought about by any lack of work in the plant at the tim but simply by reason of the fa that the one group had gone o strike.

The agreement must be read i the understanding that all parti assumed that the article woul not be operative if such a situatio should develop. It was an implie agreement that the provisions the particular article may be ob served by the employer only in th situation therein set out, which re fers to reduction in the work forc

The Arbitrator also erred in law o the face of the award when h failed to take into considerati that the four-party agreement re ferred to involved liability on th part of the three unions and the employees, i.e., it amounted to joint promise on the part of all them, and because of the strike o the part of the one group the em ployer was thereby excused fro compliance with Article 10.2 the agreement. It was a justifiab reason for not having complie with the article because of the ci cumstances that arose.

Further, the arbitrator erred in a lowing a full day's pay to each em ployee who would have been em ployed on that day but for th notice of the employer. The arb trator was entitled to award on damages which he had failed t take into consideration, and the was no evidence whatsoever upo which he would be justified in a lowing a full day's pay as damage

Legislative Research Branch
Cases Reported by William B. Sin

ECISIONS OF THE UMPIRE

claimant, after a work stop-
e that occurred at his work
mises on May 13, 1972, suffered
accident requiring hospi-
zation and surgery, and was in-
able of taking other employ-
nt, either full- or part-time,
le the stoppage of work con-
ued at the plant. He said he had
refuse part-time employment
ause of his injury and con-
ds that he should be granted
efit from the date of his injury.

is decision, the Umpire said: "I
e some sympathy for this
mant. His misfortune in being
rived of employment and
nings because of the labour
ute and work stoppage was not of his doing. Then his injury occurred.

"I appreciate the claimant wants not my sympathy, but a declaration he is entitled to benefit under the Act. In my view, for the reasons, given in the appeal of L . . . . . C . . . . ., the claimant became disentitled to benefit by reason of Section 44. The subsequent injury and his becoming incapable of work do not, in my opinion, remove the disentitlement and bring him within Section 25.

"Section 54 of the Act is quite clear and leaves no discretion to insurance officers, Boards of Referees or Umpires: '54. No person is entitled to any benefit under this Act until he proves that (a) he is qualified to receive benefit (b) he meets the requirements entitling him to receive benefit, and (c) no circumstances or conditions exist that have the effect of disentitling or disqualifying him from receiving benefit.'

"Here the labour dispute and stoppage of work bring into play paragraph (c). Those were circumstances or conditions existing at the time of his injury which disentitled him from receiving benefit. A substantially similar situation arose in CUB 3188 and Umpire Gibson came to the same conclusion."

GENERAL TOPICS

EMPLOYMENT, OCTOBER

Seasonally adjusted, the level of employment was estimated at 8,820,000 in October, an advance of 74,000 from September, and unemployment at 539,000 declined by 22,000. **The adjusted unemployment rate was 5.8 per cent** compared with 6 per cent in September. **Estimated employment increased to 8,880,000 from 8,800,000 in September** and unemployment increased to 429,000 from 421,000. In October 1972, employment was 8,400,000 and unemployment 483,000. The total workforce in October was estimated at 9,310,000 compared with 9,220,000 in September and 8,880,000 in October 1972. The adjusted unemployment rate rose in the Atlantic region, and declined in Quebec, British Columbia, and the Prairie region. In the Atlantic provinces, the rate was 9.7 per cent compared with 8.7 per cent in September. In Quebec, the rate decreased to 7.2 per cent from 7.9 per cent; in Ontario it was unchanged at 4.7 per cent; in British Columbia it declined to 6.1 per cent from 6.3 per cent, and in the Prairies the rate declined to 3.7 per cent from 4 per cent. The seasonally adjusted participation rate—the percentage of the population counted in the workforce—increased to 57.6 per cent in October from 57.3 in September. The increase was mostly among men 25 years of age and over, in Ontario and British Columbia.

U.S. EMPLOYMENT

Unemployment in the United States declined 4.5 per cent in October, the lowest level in three and a half years. The reduction in the number of unemployed workers resulted from an increase of 570,000 in the number of available jobs, to a total of 85.7 million. Of the increase in jobholders, 305,000 represented additional workers in business and government establishments and, of these, 105,000 were additional employees in manufacturing industries.

The total number of people w
were out of work and activ
looking for work in October,
4.1 million, a decline of 210,
from September. Unemploym
declined less than the numbe
workers rose because there was
usual, an increase in the num
of persons seeking jobs. T
increase amounted to 400,000
October.

JANUARY CREDITS

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une: p. 59. Jim Edwards: p.
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p. 62.

CONCILIATION

ring October the Minister of bour appointed conciliation of-ers to deal with the following putes:

rdair Limited, Dorval, Qué., and nadian Air Line Dispatchers As-ciation (representing a unit of ployees classified as dispat-ers and assistant dispatchers) nciliation Officer: R. N. Gray).

Canada and Canadian Air Line ployees' Association (repre-ting a unit of sales employees) nciliation Officer: G. R. Dou-).

tern Transport Limited, Truro, ., and Canadian Brotherhood Railway, Transport and General rkers, Local 505 (Conciliation ficer: R. L. Kervin).

tional Harbours Board, Saint n, N.B., and Public Service Al-nce of Canada (representing the tional Harbours Board Police sociation Group) (Conciliation ficer: C. A. Ogden).

Falls Cartage Limited, London, t., and Teamsters, Chauffeurs, rehousemen and Helpers, Lo-141 (Conciliation Officer: H. A. ner).

nn Klippenstein, Winnipeg, n., and Canadian Brotherhood Railway, Transport and General rkers (representing a unit of hway drivers) (Conciliation Of-er: A. E. Koppel).

ug Ferguson, Winnipeg, Man., d Canadian Brotherhood of lway, Transport and General rkers (representing a unit of hway drivers) (Conciliation Of-er: A. E. Koppel).

Arno Kroeker, Winnipeg, Man., and Canadian Brotherhood of Railway, Transport and General Workers (representing a unit of highway drivers) (Conciliation Officer: A. E. Koppel).

Laurentian Pilotage Authority, Montréal, Qué., and Public Service Alliance of Canada (Conciliation Officer: J. J. de Gaspé Loranger).

St. Charles Transportation Company Ltd., Qué., Québec and Canadian Marine Officers Union (Conciliation Officer: S. T. Payne).

Settlements by conciliation officers. Northwest Airlines Inc., Winnipeg, Man., and Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees (representing a unit of transportation and ticket sales agents) (Conciliation Officer: H. A. Fisher) (LG, Nov., p. 770).

Maple Leaf Mills Limited, St. Boniface, Man., and Canadian Food and Allied Workers, Local 534 (Conciliation Officer: H. A. Fisher; reassigned to A. E. Koppel) (LG, Nov., p. 770).

Ogilvie Flour Mills Company Limited, Winnipeg, Man., and Canadian Food and Allied Workers, Local 520 (Conciliation Officer: H. A. Fisher; reassigned to A. E. Koppel) (LG, Nov., p. 770).

British Yukon Navigation Company Limited, Vancouver, B.C., and Canadian Brotherhood of Railway, Transport and General Workers, Local 400 (Conciliation Officer: G. W. Rogers; reassigned to D. S. Tysoe) (LG, Aug., p. 559).

Canadian Pacific Limited (British Columbia Coast Steamship Service), Vancouver, B.C., and Canadian Merchant Service Guild (Conciliation Officer: A. A. Franklin) (LG, July, p. 493).

Dispute in which no further conciliatory action taken under Canada Labour Code (Part V—Industrial Relations).

Victoria Cablevision Limited, Victoria, B.C., and International Brotherhood of Electrical Workers, Local 230 (representing a unit of clerical employees) (Conciliation Officer: R. F. Langford) (LG, Nov., p. 770).

Disputes settled following decision to take no further conciliatory action under Canada Labour Code (Part V—Industrial Relations).

Victoria Cablevision Limited, Victoria, B.C., and International Brotherhood of Electrical Workers, Local 230 (representing a unit of clerical employees) (Conciliation Officer: R. F. Langford) (LG, see above).

Midland Superior Express Limited, Calgary, Alta., and General Truck Drivers Union, Local 938 (representing a unit of employees classified as P & D owner-operator working in and out of the company's Toronto terminal) (Conciliation Officer: H. A. Fisher) (LG, Dec., p. 830).

Legal strike following decision to take no further conciliatory action under Canada Labour Code (Part V—Industrial Relations).

Grimshaw Trucking and Distributing Ltd., Edmonton, Alta., and General Teamsters, Local 362 (strike commenced October 1, 1973 and terminated October 9, 1973) (LG, Dec., p. 830).

Conciliation commissioner appointments. Canadian National Hotels Limited (Fort Garry Hotel), Winnipeg, Man., and Canadian Brotherhood of Railway, Transport and General Workers (Conciliation Commissioner: J. S. Gunn) (LG, Dec., p. 830).

Rio Algom Mines Limited (Nordic Section and Quirke Section), Elliot Lake, Ont., and United Steelworkers of America (representing a unit of office and technical workers) (Conciliation Commissioner: Thomas C. O'Connor) (LG, Dec., p. 830).

National Harbours Board and National Harbours Board Police Brotherhood, Port of Montreal (Conciliation Commissioner: R. Tremblay) (LG, Dec., p. 830).

Atomic Energy of Canada Limited (Commercial Products), Ottawa, Ont., and Ottawa Atomic Workers Union, Local 1541 (CLC) (Conciliation Commissioner: Professor Donald Fraser) (LG, Sept., p. 621).

Atomic Energy of Canada Limited (Power Projects), Sheridan Park, Ont., and The Sheridan Park Atomic Energy Draftsmen, Local 1645 (CLC) (Conciliation Commissioner: Professor Donald Fraser) (LG, Sept., p. 621).

Conciliation commissioner report received. Canadian Broadcasting Corporation and the Canadian Wire Service Guild, Local 213, The American Newspaper Guild (Conciliation Commissioner: R. G. Geddes) (LG, Nov., p. 771).

Settlements reached at conciliation commissioner stage. Pacific Western Trucking Division, Edmonton, Alta., and General Teamsters, Local 362.

National Harbours Board and National Harbours Board Police Brotherhood, Port of Montreal (Chief Conciliation Officer G. R. Doucet provided assistance to the parties to reach a settlement in this dispute (see above).

Conciliation board established. Great Lakes Pilotage Authority Ltd., Cornwall, Ont., and the Corporation of Professional Great Lakes Pilots (representing a unit of Canadian licensed ships' pilots) (LG, Dec., p. 829).

Conciliation boards fully constituted. The Conciliation Board established to deal with a dispute between Air Canada, Montréal, Qué., and Canadian Air Line Flight Attendants Association (LG, Dec., p. 829) was fully constituted with the appointment of Stanley H. Hartt of Montréal as chairman. Mr. Hartt was appointed by the Minister in the absence of a joint recommendation from the other two members of the Board, company nominee E. W. Greenslade, Ottawa, and union nominee Huguette Plamondon, Montréal.

The Conciliation Board established to deal with a dispute between Alberta Wheat Pool, Vancouver, B.C., and Grain Workers Union Local 333, International Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers of America (representing a unit of office employees) (LG, Dec., p. 830) was fully constituted with the appointment of Prof. Joseph C. Smith of Vancouver as chairman. Professor Smith was appointed by the Minister in the absence of a joint recommendation from the other two members of the Board, company nominee R. A. Mahoney, and union nominee John W. Campbell, both of Vancouver.

Conciliation board reports received. Bunge of Canada Limited, Québec, Qué., and International Longshoremen's Association, Local 1739 (LG, Nov., p. 771).

Alaska Trainship Corporation, New Westminster, B.C., and Canadian Merchant Service Guild (LG, Oct., p. 697). (Full text appears in Supplement No. 3, 1973).

Maritime Employers Association (acting for and on behalf of the Shipping Federation of Canada Inc.), Port of Halifax, N.S., and International Longshoremen's Association, Local 269 (LG, Oct., p. 697). (Full text appears in Supplement No. 3, 1973).

Appointment of mediators under Sec. 195 of the Canada Labour Code (Part V—Industrial Relations). Bunge of Canada Limited, Québec, Qué., and International Longshoremen's Association, Local 1739 (Mediator: C. E. Poirier) (see above).

Aqua Transportation Limited, Vancouver, B.C., and Canadian Merchant Service Guild (Mediator: D. S. Tysoe) (LG, Nov., p. 771).

Aqua Transportation Limited, Vancouver, B.C., and Canadian Brotherhood of Railway, Transport and General Workers (Seamen's Section), Local 400 (Mediator: D. S. Tysoe) (LG, Nov., p. 771).

Strike action following the appointment of a mediator under Section 195. Bunge of Canada Limited, Québec, Qué., and International Longshoremen's Association, Local 1739 (strike commenced October 26, 1973 and terminated October 31, 1973 with the mediation assistance of C. E. Poirier assisted by M. Archambault).

RAILWAY ARBITRATION

hree cases were heard in October the Railway Office of Arbiation. One grievance was owed and two were dismissed.

ase No. 421. Dispute between e Canadian National Railway ompany and the Brotherhood of ailway, Airline and Steamship erks, Freight Handlers, Express d Station Employees over hourly age rates for employees who dict traffic.

The union objected that employees directing traffic were being paid at the stower's rate of $3.34 an hour. It suggested that the company pay them at a wage equal to that of checkers. The company had offered to classify the position as traffic attendant with a wage scale equal to that of a labourer.

According to the company, a checker normally operates as a "leading hand," directing the stowers and truckers as they remove freight. The union objected to this description, and although the arbitrator agreed that it was not an accurate one, he did concede that a checker does have certain supervisory functions that entail more responsibility than stowers and loaders. But he could not see why an employee directing traffic should be entitled to the same payment as that of a checker. The grievance was therefore dismissed.

Case No. 422. Dispute between the Canadian National Railway Company and the Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees over whether an employee was entitled to displacement ("bumping") rights.

This case tied directly in with a decision made in Case No. 403 on the employment status of the grievor. At that time, it was decided that the grievor was improperly denied a job and that his grievance should succeed. In the normal course of events, an award would have been made as though the grievor had been appointed to the job and compensated for loss of earnings and other benefits. In Case No. 403 that type of award was not made because the job to which the grievor had been entitled was abolished by the company, and another one, for which he was not qualified, substituted for it.

The company considered that the grievor did not have displacement rights because he had not been actually assigned to the position in question, and so it was not his position when it was abolished. But the reason it was not his position was that the company had wrongfully kept it from him.

In the arbitrator's opinion, the grievor, by reason of his success in Case No. 403, was entitled to compensation and other benefits of the position to which he ought to have been appointed. The benefits included displacement rights, and the grievance was therefore successful.

Case No. 423. Ex parte dispute between the Canadian Pacific Limited (CP Rail) and the Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees over a position that was abolished without the required notice.

When the position of terminal passenger supervisor was abolished, three persons working in that ticket office were also affected and were transferred to other jobs. The union alleged that this was an organizational change of a permanent nature and that the company violated the Job Security Agreement in not giving the specified notice.

In examining the evidence, the arbitrator came to the conclusion that it was a clear case of a reduction in passenger traffic, necessitating a change in the company's staffing requirements. To his way of thinking it was not a violation of the agreement covering cases where the company was putting into effect a technological, operational or organizational change of a permanent nature that would have adverse effects on the employees. In the present case the abolishing of the position was caused solely by the fluctuation of traffic and resulted in what must be described as a normal reassignment of duties. For this reason the grievance was dismissed.

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LABOUR STATISTICS

Principal Items	Date	Amount	Percentage Change from Previous Month	Percentage Change from Previous Year
		(in thousands)		
TOTAL CIVILIAN LABOUR FORCE*				
Week ended October 20, 1973		9,311	+ 1.0	+ 4.9
Employed	October	8,882	+ 1.0	+ 5.8
Agriculture	"	461	− 7.6	− 8.5
Non-agriculture	"	8,421	+ 1.5	+ 6.7
Paid workers	"	7,898	+ 1.5	+ 7.1
At work 35 hours or more	"	7,167	+ 1.3	+ 91.3
At work less than 35 hours	"	1,370	+ 4.9	− 67.9
Employed but not at work	"	345	− 17.1	− 8.7
Unemployed	"	429	+ 1.9	− 11.2
Atlantic	"	52	+ 13.0	+ 2.0
Québec	"	152	− 1.3	− 11.8
Ontario	"	128	−	− 7.9
Prairie	"	41	− 2.4	− 24.1
British Columbia	"	56	+ 9.8	− 16.4
Without work and seeking work	"	413	+ 1.2	− 10.6
On temporary layoff up to 30 days	"	17	+ 30.8	− 19.0
INDUSTRIAL EMPLOYMENT (1961 = 100)†	July	138.2	− 0.9	+ 5.2
Manufacturing employment (1961 = 100)†	"	130.9	− 1.4	+ 5.9
IMMIGRATION	1st 6 mos. 1973	70,833	−	−
Destined to the labour force	"	37,138	−	−
STRIKES AND LOCKOUTS				
Strikes and lockouts	September	138	− 2.1	+ 48.4
No. of workers involved	"	105,801	+ 4.7	+220.5
Duration in man days	"	673,580	− 46.0	+ 47.4
EARNINGS AND INCOME				
Average weekly wages and salaries (ind. comp.)†	July	159.61	− 0.7	+ 6.8
Average hourly earnings (mfg.)†	"	3.85	−	+ 6.8
Average weekly hours paid†	"	38.7	− 3.0	− 2.8
Consumer price index (1961 = 100)	"	151.0	+ 0.9	+ 9.1
Index numbers of weekly wages in 1961 dollars (1961 = 100)‡	"	130.8	− 4.4	− 1.2
Total labour income (Millions of dollars)†	September	5,512.9	+ 4.0	+ 11.3
INDUSTRIAL PRODUCTION†				
Total (average 1961 = 100)	September	211.6	+ 1.8	+ 7.3
Manufacturing	"	206.3	+ 1.4	+ 6.2
Durables	"	242.5	+ 1.9	+ 8.9
Non-durables	"	177.7	+ 0.8	+ 3.9
NEW RESIDENTIAL CONSTRUCTION**				
Starts	September	19,879	−	− 4.9
Completions	"	17,874	−	+ 8.0
Under construction	"	174,179	−	+ 6.9

*Estimates of the labour force, the employed and the unemployed, are from The Labour Force, a monthly publication of Statistics Canada, which, in addition, contains the characteristics of the labour force, together with definitions and explanatory notes.
†Advance data.
‡Preliminary.
**Centres of 10,000 population or more.

TRIKES AND LOCKOUTS

tistical information on work stoppages in Canada is compiled by the Economics and Research Branch of the Canada Department Labour on the basis of reports from the Canada Manpower Division, Department of Manpower and Immigration. The first three les in this section cover strikes and lockouts that amount to 10 or more man-days. The number of workers involved includes all rkers reported on strike or lockout, whether or not they all belonged to the union directly involved in the disputes leading to the rk stoppages. Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included.

RIKES AND LOCKOUTS, 1968-1973

nth or Year	Strikes and Lockouts Beginning During Month or Year	Strikes and Lockouts in Existence During Month or Year: Strikes and Lockouts	Workers Involved	Duration in Man-Days: Man-Days	Per Cent of Estimated Working Time
968	559	582	223,562	5,082,732	0.32
969	566	595	306,799	7,751,880	0.46
970	503	542	261,706	6,539,560	0.39
971	547	569	239,631	2,866,590	0.16
972	556	598	706,474	7,753,530	0.42
972—September	46	93	33,015	456,950	0.32
October	44	85	29,393	389,870	0.26
November	51	101	33,612	308,240	0.20
December	27	78	11,017	131,180	0.10
973—January	38	87	12,427	164,600	0.11
February	39	87	16,011	154,930	0.11
March	46	98	19,444	223,290	0.14
April	64	114	23,546	232,820	0.16
May	75	139	40,166	521,670	0.32
June	58	136	47,181	612,600	0.34
*July	43	125	56,424	546,550	0.32
*August	52	141	101,024	1,248,160	0.68
*September	39	138	105,801	673,580	0.46

reliminary. †Revised.

RIKES AND LOCKOUTS, SEPTEMBER, 1973, INDUSTRY (PRELIMINARY)

lustry	In Effect During Month: Number Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days
restry	—	1	100	750
nes	4	7	3,096	19,850
nufacturing	19	78	36,927	446,320
nstruction	4	11	2,450	35,500
nsportation and utilities	3	10	58,593	117,110
de	3	12	572	6,270
ance	—	—	—	—
rvice	3	16	2,663	29,180
blic administration	3	3	1,400	18,600
ALL INDUSTRIES	39	138	105,801	673,580

STRIKES AND LOCKOUTS, SEPTEMBER, 1973, BY JURISDICTION (PRELIMINARY)

Jurisdiction	In Effect During Month: Number Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days
Newfoundland	1	6	1,421	18,190
Prince Edward Island	—	—	—	—
Nova Scotia	3	3	723	4,300
New Brunswick	1	3	1,431	25,280
Quebec	10	44	14,119	210,430
Ontario	16	46	23,537	205,410
Manitoba	—	1	53	1,010
Saskatchewan	—	1	10	10
Alberta	—	6	1,344	23,320
British Columbia	4	20	4,462	68,600
Federal	4	8	58,701	117,030
ALL JURISDICTIONS	39	138	105,801	673,580

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: September	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Forestry						
Domtar Woodlands, Lebel-sur-Quévillon, Qué.	Canadian Federation of Pulp and Paper and Forest Workers (CNTU)	100	750	850	Aug. 31 Sept. 13	Wages—Return of workers, se tiement not reported.
Mines						
METAL						
American Smelting & Refining Co., Buchans, Nfld.	Steelworkers Loc. 5457 and I.B.E.W. Loc. 674 (AFL-CIO/CLC)	570	10,830	78,660	Mar. 15 –	Wages–
Bradina Mines, Houston, B.C.	Steelworkers Loc. 271 (AFL-CIO/CLC)	125	2,380	9,140	June 18 –	Not reported–
Gaspé Copper Mines, Murdochville, Qué.	Steelworkers Loc. 6086 (AFL-CIO/CLC)	1,500	1,500	1,500	Sep. 4 Sep. 5	Protesting firing of four emplo ees & suspension of 60 others Company agreed to subm grievances to an arbitrator.
Craigmont Mines Ltd., Merritt, B.C.	Steelworkers Loc. 6523 (AFL-CIO/CLC)	372	3,720	3,720	Sep. 16 –	Wages, working conditions, jo security–
MINERAL FUELS						
*Cape Breton Development Corp. (Lingan colliery), New Waterford, N.S.	Mine Workers District 26 (CLC)	300	300	300	Sep. 13 Sep. 14	Protesting deterioration in l bour management relations Return of workers on instru tion of union.
NON-METAL						
Canadian Rock Salt Co. Ltd., Pugwash, N.S.	Oil Workers Loc. 9-823 (AFL-CIO/CLC)	173	170	170	Sep. 28 –	Wages–
Manufacturing						
FOOD AND BEVERAGES						
Dare Food (Biscuit Division) Ltd., Kitchener, Ont.	Brewery Workers Loc. 173 (AFL-CIO/CLC)	380	7,220	127,450	May 26/72 –	Wages, hours–
Slack's Brothers Ltd., Waterloo, Qué.	Commerce Employees (CNTU)	270	3,510	21,870	May 28 Sep. 21	Wages, working conditions–4 first yr., 35¢ second & third y 45 hour work week; other be efits.

IKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY) (CONT.)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: September	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Canada Starch Co. Ltd., Cardinal, Ont.	Retail Wholesale Employees Loc. 483 (AFL-CIO/CLC)	400	7,600	16,000	Aug. 2 —	Wages, fringe benefits—
Christie Brown, Montréal, Qué.	Bakery Workers Loca. 333 (AFL-CIO/CLC)	500	9,500	16,500	Aug. 14 —	Not reported—
BER						
Firestone Tire & Rubber, Joliette, Qué.	Rubber Workers Loc. 790 (AFL-CIO/CLC)	300	5,700	39,900	Mar. 22 —	Delayed negotiations in a new contract—
Les Caoutchoucs Acton Ltée, Acton Vale, Qué.	CLC Directly Chartered	396	7,520	13,060	Aug. 13 —	Failed to reach agreement; employees locked out after slowdown—
TILES						
Consolidated Textiles Limited, St. Hyacinthe and Joliette, Qué.	Syndicat du Textile de Soie Inc. (CSD)	230	4,370	28,520	Apr. 4 —	Wages, five-day work week—
Bigelow Canada Ltd. Ste-Agathe-des-Monts, Qué.	Textile Workers Union Loc. 1838 (AFL-CIO/CLC)	118	1,650	3,420	Aug. 12 Sep. 22	Wages—Increase of 30¢ an hr. in first year, 25¢ an hr. in second year; reclassification; improved benefits.
Chrysler Automotive Trim, Ajax, Windsor & Etobicoke, Ont.	Auto Workers Locs. 1090, 1459 & 444 (CLC)	11,250	56,250	56,250	Sep. 15 Sep. 24	Wages, overtime, dental and retirement plans—Wage increase, full pension after 30 years, dental plan.
Ozite Corporation, Saint-Jean, Qué.	Textile Workers of America Loc. 1185 (AFL-CIO/CLC)	163	650	650	Sep. 18 Sep. 24	Wages, holidays, working conditions—Not reported.
OD						
MacMillan Bloedel Ltd., Red Band, B.C.	Woodworkers Loc. 1-217 (AFL-CIO/CLC)	190	3,610	61,560	June 19/72 —	Not reported—
Canadian Forest Products, Huntting-Merritt, B.C.	Woodworkers Loc. 1-427 (AFL-CIO/CLC)	200	3,800	52,800	Sep. 13/72 —	Protest against the suspension of fellow workers for alleged slowdown—
Harmac Pulp & Paper Ltd., Nanaimo, B.C.	Pulp & Paper Workers of Canada Loc. 8 (CCU)	1,050	19,950	24,150	Aug. 28 —	Dispute over firing of eight employees—

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY) (CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days September	 Accumulated	Starting Date Termination Date	Major Issues Result
J. Ernst Lumber Co., Quesnel, B.C.	Woodworkers Loc. 1-424 (AFL-CIO/CLC)	300	4,200	4,200	Sep. 5 Sep. 25	Pension plan, wage rate and category revisions—Wage increase and other.
FURNITURE AND FIXTURES						
Artistic Woodwork Co. Ltd., North York, Ont.	Canadian Textile and Chemical Union Loc. 570 (CCU)	120	2,280	3,360	Aug. 21 –	Union security–
A.P. Furniture Inc., Laurier Station, Qué.	Building and Woodworkers Federation (CNTU)	140	2,660	2,660	Sep. 4 –	Wages, hours–
PAPER						
Ontario-Minnesota Pulp & Paper Co. Ltd. (of Boise Cascade Co.), Fort Frances, Ont.	Machinists Lodge 771 (AFL-CIO/CLC)	803	17,210	52,770	July 3 –	Wages, hours, fringe benefits–
Ontario-Minnesota Pulp & Paper Co. Ltd., Kenora, Ont.	Int. Operating Engineers Loc. 490 Machinists Loc. 559 I.B.E.W. Loc. 940 (AFL-CIO/CLC)	720	13,680	41,760	July 9 –	Wages, hours, fringe benefits–
Canadian International Paper Company, La Tuque, Gatineau and Trois Rivières, Qué.	United Paper Workers Various locals (AFL-CIO/CLC)	3,190	68,360	151,360	July 25 –	Wages, cost-of-living clause, job security, pension plans–
B.C. Cellulose Company, Interior Pulp Operations, Castlegar, B.C.	Pulp & Paper Workers Loc. 1 (CCU)	320	6,080	13,440	Aug. 1 –	Wages, other matters–
Canadian International Paper Company, Hawkesbury, Ont.	United Paper Workers International Union Loc. 28 (AFL-CIO/CLC)	380	7,220	14,820	Aug. 3 –	Wages, fringe benefits, length of contract–
New Brunswick International Paper Company, Dalhousie, N.B.	Four unions	925	17,580	34,230	Aug. 8 –	Wages, pension plan, cost-of-living escalator, job classification plan, job security–

RIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY) (CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days September	 Accumulated	Starting Date Termination Date	Major Issues Result
Price Brothers Co., Alma, Jonquière & Kénogami, Qué.	Pulp & Paper Workers' Federation (CNTU)	1,987	42,580	83,050	Aug. 10 –	Wages, hours, fringe benefits–
E.B. Eddy, Ottawa, Ont.	Pulp & Paper Mill Workers and United Paperworkers Various locals (AFL-CIO/CLC)	550	5,500	6,680	Aug. 29 Sep. 15	Wages, fringe benefits, length of contract, employment security– 36¢ first year, 34¢ second year in 2 year contract, improved sick benefits.
E.B. Eddy, Hull, Qué.	Pulp & Paper Mill Workers and United Paperworkers Various locals (AFL-CIO/CLC)	1,150	11,500	13,960	Aug. 29 Sep. 15	Wages, fringe benefits, length of contract, employment security– 36¢ first year, 34¢ second year in 2 year contract; improved sick benefits.
Abitibi Paper Co., Iroquois Falls, Ont.	United Paperworkers Loc. 90	1,000	7,140	7,140	Sep. 7 Sep. 17	Wages & other–Not reported.
MacMillan Rothesay Ltd., Saint John, N.B.	United Paperworkers Locs. 601 & 907 (AFL-CIO/CLC)	450	6,750	6,750	Sep. 9 –	Wages, pension and vacations–
Ontario Paper Co., Thorold, Ont.	Five unions (AFL-CIO/CLC)	1,100	1,160	1,160	Sept. 29 –	Special trades adjustments, union recognition and working conditions–
NTING AND PUBLISHING						
Les Editions Graphiques Inc., Drummondville, Qué.	Syndicat des Employés de l'Imprimerie de Drummondville (CNTU)	105	320	320	Sept. 13 Sept. 17	Wages and job security–Increases varying from 30¢ to 60¢ an hr.; job security and other benefits.
MARY METALS						
Chemin de Fer Roberval Saguenay, Arvida, Qué.	Metallurgists' Miners and Chemical Workers Federation (CNTU)	230	330	3,120	Aug. 15 Sept. 3	Wages, other matters–$1.25 an hr. increase in 33-month contract.
Canadian Steel Foundries, Montréal, Qué.	Steelworkers Loc. 6859 (AFL-CIO/CLC)	800	800	800	Sept. 28 –	Dispute over working conditions–
TAL FABRICATING						
Lennox Industries (Canada) Ltd., Etobicoke, Ont.	Steelworkers Loc. 7235 (AFL-CIO/CLC)	142	570	8,370	June 14 Sept. 10	Wages, contract language–Not reported.

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY) (CONT.)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: September	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Weiser Lock Co., Burnaby, B.C.	Steelworkers Loc. 7623 (AFL-CIO/CLC)	450	6,300	17,550	July 30 Sept. 24	Wages—26% increase over 2 months.
Combustion Engineering Superheater Ltd., Sherbrooke, Qué.	Machinists Loc. 530 (AFL-CIO/CLC)	420	7,980	12,180	Aug. 20 –	Not reported—
Union Screen Plates, Lennoxville, Qué.	Steelworkers Loc. 7531 (AFL-CIO/CLC)	130	1,430	1,430	Sept. 5 Sep. 20	Salaries adjusted to cost-of-liv ing index—Average increase o 88¢ an hr.
General Spring Products Ltd., Kitchener, Ont.	Auto Workers Loc. 15-24 (CLC)	1,035	1,550	1,550	Sep. 25 Sep. 26	In sympathy with 75 worker who had their incentive pay sys tem changed—Return of work ers.
MACHINERY						
George White & Sons Co. Ltd., London, Ont.	Machinists Loc. 2029 (AFL-CIO/CLC)	115	2,190	6,330	July 12 –	Wages, cost-of-living plan & fringe benefits—
Clark Equipment of Canada, St. Thomas, Ont.	Machinists Loc. 2183 (AFL-CIO/CLC)	350	3,150	11,900	July 27 Sep. 17	Wages, cost-of-living benefits— Not reported.
Mathews Conveyer Co. Ltd., Port Hope, Ont.	Machinists Loc. 1805 (AFL-CIO/CLC)	230	4,370	4,600	Aug. 31 –	Cost-of-living bonuses—
Olivetti Canada Limited, Don Mills, Ont.	Steelworkers Loc. 4848 (AFL-CIO/CLC)	120	1,800	1,800	Sep. 10 –	Not reported—
Armour Elevator Pickering, Ont.	Machinists Loc. 2524 (AFL-CIO/CLC)	271	4,070	4,070	Sep. 10 –	Wages—
TRANSPORTATION EQUIPMENT						
National Steel Car Corporation Ltd., Hamilton, Ont.	Steelworkers Loc. 7135 (AFL-CIO/CLC)	900	17,100	69,300	June 11 –	Disagrement over incentiv clause in contract—
ELECTRICAL PRODUCTS						
Ferranti-Packard Ltd., Weston, Ont.	U.E. Loc. 525 (CLC)	168	1,510	16,640	Apr. 25 Sep. 17	Wages, hours, job security other matters—Increases of 40 25¢ and 20¢ an hr. in three yea and cost-of-living adjustments.
Fleetwood Corp., Montréal, Qué.	Machinists Loc. 2146 (AFL-CIO/CLC)	350	6,650	18,900	July 16 –	Wages and other—

KES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY) (CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days September	Duration in Man-Days Accumulated	Starting Date Termination Date	Major Issues Result
Great Lakes Carbon, Berthierville, Qué.	Metallurgists' and Chemical Workers Federation (CNTU)	190	3,610	5,510	Aug. 19 —	Working conditions—
RCA Ltd., Montréal, Qué.	Independent Union	130	2,470	3,770	Aug. 20 —	Not reported—
-METALLIC MINERAL ODUCTS						
Asbestonos Corp., St. Lambert, Qué.	Auto Workers Loc. 1469 (CLC)	176	3,340	21,120	Apr. 10 —	Not reported—
Domtar (Matériaux de construction), Laprairie, Qué.	Glass and Ceramic Workers Loc. 214 (AFL-CIO/CLC)	105	2,000	3,890	Aug. 8 —	Not reported—
OLEUM AND COAL ODUCTS						
Texaco Canada Ltd., Port Credit, Ont. Don Mills, Ont.	Oil Workers Locs. 9593 & 9599 (AFL-CIO/CLC)	280	5,320	6,160	Aug. 29 —	Overtime payments, grievance procedure—
MICAL PRODUCTS						
Cominco Ltd., Calgary, Alta.	Chemical Workers Loc. 465 and I.B.E.W. Loc. 254 (AFL-CIO/CLC)	143	1,630	6,080	July 19 Sep. 17	Wages, welfare benefits, vacations—Increase of 48¢ to 54¢ an hr. for trades categories and 45¢ an hr. for others.
CELLANEOUS UFACTURING						
Armstrong Cork Canada Ltd., Montréal, Qué.	Metallurgists' Miners and Chemical Workers Federation (CNTU)	400	5,600	9,600	Aug. 20 Sep. 24	Length of contract, cost-of-living—Increase of 95¢ an hr. over a 3-yr. contract; longer holidays.
struction						
Mechanical Contractors Association, Zone 7, Kitchener-Waterloo, Guelph and Douglas Point, Ont.	Plumbers Loc. 527 (AFL-CIO/CLC)	560	5,040	10,640	Aug. 19 Sep. 17	Rejected a memorandum of agreement following negotiations—Wage increase and vacation per increase.

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY) (CONT.)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: September	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Mechanical Contractors Ass'n. of Alberta, Southern Alberta-Red Deer to U.S. Border.	Plumbers Loc. 496 (AFL-CIO/CLC)	913	17,350	23,740	Aug. 23 –	Wages, fringe benefits–
Ontario Erectors Association, Province-wide, Ont.	International Operating Engineers Loc. 793 (AFL-CIO/CLC)	300	5,700	7,200	Aug. 27 Sep. 27	Not reported–Not reported.
Alberta Insulators Contractors Assoc., Calgary area-Red Deer to U.S. Border.	Asbestos Workers Loc. 126 (AFL-CIO/CLC)	115	2,190	2,190	Aug. 31 –	Wages, hours, working cond tions–
Several Construction Contractors, Ottawa area, Ont.	Plasterers Loc. 124 (AFL-CIO/CLC)	150	750	750	Sep. 4 Sep. 11	Wages–Agreement reached.
Construction Assoc., Labour Management Bureau, Mainland, N.S.	Sheet Metal Workers Loc. 409 (AFL-CIO/CLC)	150	2,700	2,700	Sep. 5 –	Objection to shop clause contract proposal, increase vacation pay and welfare pa ments–
Hydro-Québec, Complexe Manic-Outardes, Qué.	Public Service Employees Federation (CNTU)	164	1,310	1,310	Sep. 19 –	Wages, working hours–
Transportation and Utilities						
TRANSPORTATION						
*CP Air-Vancouver International Airport, Vancouver, B.C.	Machinists Loc. 764 (AFL-CIO/CLC)	1,152	24,690	54,060	July 25 –	Wages, vacations, pension pla and reduced work week–
*CNR & CPR (Initially Rotating), Canada-wide.	Various Non-Op Unions	56,000	74,270	797,190	July 26 Sep. 10	Wages, fringe benefits, job s curity–Return of workers aft Parliament passed back-to-wo legislation.
British Columbia Railway, Various locations, B.C.	United Transportation Union (AFL-CIO/CLC)	450	1,800	1,800	Sep. 13 Sep. 17	Wages, mileage rate revision Return of workers pendi mediator report.
*Maritime Employers Ass'n., Toronto, Ont.	I.L.A. Loc. 1842 (AFL-CIO/CLC)	100	50	50	Sep. 27 Sep. 27	Not reported–Not reported.

IKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY) (CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days September	 Accumulated	Starting Date Termination Date	Major Issues Result
MMUNICATIONS						
Okanagan Telephone Company, Okanagan Valley, B.C.	Federation of Telephone Workers of British Columbia (CLC)	550	10,450	15,080	Aug. 21 –	Wages, pension plan–
Radio Québec, Montreal, Qué.	Service Employees Federation (CNTU)	143	1,940	1,940	Sept. 12 –	Wages, schedules & other–
de						
Nine independent drug stores, Vancouver, Coquitlam and New Westminster, B.C.	Retail Clerks Loc. 1518 (AFL-CIO/CLC)	143	110	15,730	Feb. 23 Sep. 17	Negotiating the first contract– 1st year $3.30 an hr. for clerks, 2nd year $3.60 an hr. for clerks; 40 hr. week, union shop.
vice						
LTH AND WELFARE						
Western Memorial Hospital, Corner Brook, Nfld.	Public Employees Loc. 488 (CLC)	375	2,950	9,380	Aug. 8 Sep. 12	Wages–12% over 2 yrs. for employees at peekpay; 17% up to 50% over 2 yrs. for others; better shift premium and severance pay.
St. Clare's Mercy Hospital, St. John's, Nfld.	Newfoundland Ass'n. of Public Employees	225	1,770	4,820	Aug. 14 Sep. 12	Wages–Wage increases ranging from 22.8% to 53%.
Central Newfoundland Hospital, Grand Falls, Nfld.	Public Employees Loc. 990 (CLC)	188	1,610	1,740	Aug. 31 Sept. 13	Wages–General increase of 10-11%.
Victoria General Hospital, Nova Scotia Hospital, Halifax, N.S., Dartmouth, N.S.	Nova Scotia Employees Association	400	1,430	1,430	Sep. 7 Sep. 12	Wages, fringe benefits, shift differential–21% to 25% increase over 2 years.
VICES TO BUSINESS						
Atomic Energy of Canada Ltd., Pinawa, Man.	Machinist Loc. 608 (AFL-CIO/CLC)	122	1,830	1,830	Sep. 8 –	Wages and improved benefits–
Atomic Energy of Canada Ltd., Chalk River, Ont.	Various unions Atomic Energy Allied Council	942	14,130	14,130	Sept. 10	Wages and fringe benefits–

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1973 (PRELIMINARY) (CONCL'D.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days September	Duration in Man-Days Accumulated	Starting Date Termination Date	Major Issues Result
Public Administration						
LOCAL ADMINISTRATION						
City of Hamilton Hamilton, Ont.	Public Employees Loc. 5 (CLC)	800	7,200	37,600	July 10 Sep. 17	Wages–Increase of 72¢ an h over 23½ months and othe benefits.
City of Hamilton, Hamilton, Ont.	Public Employees Loc. 167 (CLC)	600	11,400	25,800	July 30 –	Wages–

*Federal Jurisdiction.

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